

URBAN/MUNICIPAL

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1992

MINUTES OF THE PERSONNEL
AND ORGANIZATION COMMITTEE
OF THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

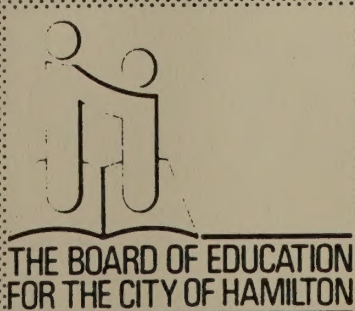
FEBRUARY, 1992

PERSONNEL AND ORGANIZATION COMMITTEE

URBAN MUNICIPAL

FEB 20 1992

GOV. MENT DOCUMENTS



I N D E X

PERSONNEL & ORGANIZATION COMMITTEE

1992 02 11

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THE HISTORY OF THE UNITED STATES

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1992 02 13

Present: Mr. R. Mulholland (Chairman); Trustees Bishop, Hicks, Paquin, Stewart and Cunningham.

Not Present: Trustee Wilson.

Also Present: Trustees Allen, Darby, Desmarais, Hill, Johnston, Korz, Mason, Orban, Rodgerson and Rogers

Officials

Present: A. Stockwell (Associate Director of Education)
B. Sinclair (Superintendent of Human Resources)
E. Bond (Superintendent of Program)
M. Quinn (Superintendent of Schools - Area 1)
R. Binns (Superintendent of Schools - Area 3)
P. Gillie (Superintendent of Schools - Area 4)
S. Rogers (Assistant to the Secretary)

Mr. Mulholland called the meeting to order and noted regrets were received from Trustee Wilson. He then called for confirmation of the minutes.

Moved by Dr. Johnston:

That the minutes of the regular meeting of 1992 01 09, including Revised Page 5, and special meeting of 1992 01 28 be approved as presented. CARRIED

G E N E R A L

BUSINESS ARISING OUT OF THE MINUTES:

Report re Employee Travel Allowances

Mr. Mulholland provided an overview of the Report and then drew the members' attention to the recommendation as reflected in the report.

Moved by Canon Rogers:

That the present employee travel allowance policy be continued without change for the calendar year 1992 at an estimated annual cost of \$325,000.

When Mr. Korz requested the 1990 and 1991 budget and actuals for travel allowance, Mr. Sinclair said the 1991 budget was \$325,000 with the actual being \$322,000. As the 1990 figure was not readily available, Mr. Sinclair requested that he be allowed to bring back the information at a later time.

In light of Mr. Korz's request implying some financial considerations, the Chairman felt it more appropriate to discuss this issue at the Budget Review Committee.

Mr. Sinclair said a committee composed of senior officials, resource persons and staff reviewed the present travel allowance schedule. One of the Committee's consideration was a policy change to a per kilometre rate rather than a fixed allowance. When a cost comparison was done, however, the cost of such a move was much higher than the present travel allowance policy. Mr. Sinclair advised that the direction given at a Budget Review Committee meeting has precluded any

possibility of any major change in our Travel Allowance Policy for 1992.

Mrs. Bishop recalled the original plan was to review the Board's travel allowance schedule by position and wondered if this was still going to be considered.

Mr. Sinclair explained that 300 people are presently on a fixed travel allowance. We want to validate those figures to determine if they are legitimate driving expenses. There is a process in place to do that and we will bring the information to this Committee. It is expected that any changes would be done within the \$325,000 figure.

Following his suggestion that the word "actual" follow the figure of \$325,000 in the motion, Mr. Hicks moved in amendment:

That the Report regarding Employee Travel Allowances be received for information and the following recommendation be referred to the Budget Review Committee:

(a) That the present employee travel allowance policy be continued without change for the calendar year 1992 at an estimated annual cost of \$325,000 actual. CARRIED.

Report re Co-ordinators
and Consultants Line
(1987 to 1991)

Mr. Sinclair in reviewing the report indicated this was in response to a request made at the January meeting of this Committee for the officials to bring information on Line 2 of the Staffing Report. He pointed to the historical changes over a five-year period and noted that overall, the report shows a decrease of 9.3 positions. The report also reflects staff changes by position for both Co-ordinators and Consultants.

Mr. Stewart referred to the line showing Family Violence, and recalled this is now a Tri-Board effort.

Mr. Sinclair noted that position no longer exists. Mr. Stockwell alluded to the recent presentation to the Development Committee by Mr. B. Schofield, Adjustment Services Co-ordinator, on Family Violence as a Tri-Board undertaking.

Referring to the consultants, Mrs. Hill inquired if they are assigned on a permanent or temporary basis and to a specific subject area or is it up to the department to delineate the "job"?

Mr. Stockwell clarified that they are assigned to a specific responsibility and the assignment conforms to the Collective Agreement. The assignment is usually for a three-year appointment with a possible renewal for two years.

Mr. Sinclair added that for the co-ordinators, the assignment period would be a five-year term.

Moved by Canon Rogers:

That the Report re Co-ordinators and Consultants Line (1987 to 1991) be received for information. CARRIED

**Report re Administrative
and Support Staff Line
(1987 to 1991)**

Mr. Sinclair drew the members' attention to Page 7 of the agenda showing the Complement Changes in Monthly Staffing Report for the Administrative and Support Line (1987 to 1991) which provides the clarification requested at the last meeting. He noted the increase of 67.34 positions (16%) was broken down into categories.

Moved by Ms. Orban:

That the Report re Complement Changes in Monthly Staffing Report - Administrative and Support Line (1987 to 1991) be received for information.

Mrs. Bishop inquired about the percentage increase over the same period for co-ordinators and consultants. Mr. Sinclair clarified that the decrease of 9.3 positions equates to a minus 12% reduction. Combining Lines 1 and 2 would relate to 11.7% increase in personnel.

In response to a further query from Mrs. Bishop, Mr. Sinclair noted the following changes in the staff complement for teachers: 19%-20% increase in the teaching staff for combined Elementary and Secondary panels, with 21% increase at the Elementary level and 16% at the composite Secondary. The enrolment increase over 5 years was 5.8% in the Elementary panel and 9.2% increase for composite Secondary.

Mrs. Bishop commented that while there was an 11.7% over all increase in Administrative and Support Staff, there was a much larger increase in the elementary and secondary teaching staff.

The motion was voted on and was **CARRIED**.

**Report on Teacher Hiring
- Staffing Report 1992
(Referred back by
Board)**

Recalling that this report was referred back to this Committee by Board at its January meeting in light of Mr. Stewart's contention of the report being in conflict with the action taken at Budget Review, Mr. Mulholland advised that, after reviewing the Budget Review Committee minutes, it was concluded that there was no conflict involved.

Although he acknowledged Mr. Mulholland's statement, Mr. Stewart maintained his position and stated he was still in opposition.

Moved by Mrs. Bishop:

That the Report on Teacher Hiring - Staffing Report 1992 be received for information. **CARRIED**

NEW BUSINESS:

**Recommendations of the
Director of Education**

Moved by Miss Cunningham:

That the recommendations of the Director of Education be approved as presented.

Mr. Stewart questioned the transfer of teachers from one panel to another and how that is reflected in the Staffing.

Mr. Sinclair explained the process for a reciprocal transfer. He also noted that a teacher may be assigned to another panel (e.g. the moving of the Vincent Massey T.R. program to Sir Winston Churchill Secondary School) and the requirement that a teacher change his/her Federation affiliation if it goes beyond the two-year period for the reciprocal transfer.

In response to Mrs. Mason's query, Mr. Mulholland advised that the matter of a retirement gratuity may be discussed at an in-camera session of this Committee in situations where the Board could not allow or approve the granting of such a gratuity to a retiring staff member.

Mrs. Mason clarified it was the "philosophy" of retirement gratuities in general she wished to discuss and would arrange to have the matter put on an agenda for discussion.

The motion was put to a vote and was CARRIED.

Staffing Report

Mr. Sinclair reviewed briefly the report, noting the key changes reflected: (a) the decrease in Support Staff Line as a result of a staff member from the Asbestos Response Team returning to his previous position, (b) the increase in the teaching staff at the Elementary panel to meet the needs of English as a Second Language classes, and (c) an increase in the Staff on Loan because of an assignment relating to the Young Offenders Program.

Mr. Stewart asked how would one follow through the Staffing Report and determine a change of teaching staff from one panel to another.

Mr. Sinclair clarified that the information reflected in the Staffing Report relates to positions rather than persons.

Mr. Stockwell explained it could show a +1/-1 number in staff complement if the change was effected recently. He clarified that, in the reciprocal transfer shown in the Recommendations of the Director in the agenda, the teacher has been in the secondary panel for the past two years and is now required to join the affiliation in accordance with the Federation's by-law.

Mr. Sinclair clarified that the change or transfer made for the first time will be reflected in this Report.

Mr. Stewart thought two names should be brought to the Board in light of the transfer being reciprocal.

Moved by Mr. Hicks:

That the Staffing Report - Full Time Equivalent Positions be received for information.

Mr. Hicks referred to the secondary composite enrolment figures from September to January and noted a decrease of 837 students, with a decrease of 100 students from November to December. He referred to the enrolment trend over the last three or four years and asked Mr. Stockwell for his comments.

Mr. Stockwell suggested there would be a substantial increase in the February enrolment figures with the beginning of the second semester. Noting the trend is consistent with past years which has shown a decrease of approximately 1100 students over the course of the year, he did not believe this year would be any different.

Mr. Hicks commented that is important from a budget point of view.

The motion was put to a vote and was CARRIED.

Report on Supply Teachers

Moved by Canon Rogers:

That the Report on Supply Teachers be received for information.

Mr. Sinclair explained this month's Report is as of 1991 12 31. He pointed to the total expenditure of \$3.6 million compared to a budget of \$4,088,000. The surplus of approximately a half million dollars is included in the Board's surplus of \$4 million. Mr. Sinclair noted that 88% of the budget for supply teachers was spent this year, compared to 90% the previous year.

Mr. Sinclair, while agreeing that there is a need to change the code under the Personal Reasons/Illness column as requested at last month's meeting, said he will present the information verbally until such time as it can be done automatically. He then advised that, for the month of December, three days out of 1,385 days were personal leave days. Mr. Sinclair stated that these figures will change over the months as per the new provisions in the Collective Agreement.

Dr. Johnston felt it was very important to divide the "personal" and "illness" figures and expressed his appreciation to Mr. Sinclair for his efforts in accomplishing this.

Mr. Stockwell responded to Miss Cunningham's question that the requirement of a designation for all absences has been communicated to the principals and any forms not so designated will be returned to the principal.

The motion was put to a vote and was CARRIED.

At this point in the meeting, Mr. Hicks referred to the Wentworth County School Board which, in addressing some of their budget difficulties, is shortening the school year by a couple of days and he asked for comments from the officials.

Mr. Stockwell responded that boards of education are required to account for 194 days in the school calendar - 185 must be actual instructional days and up to a maximum of nine are for professional activity days. In addition, he felt any deviation from the school calendar approved by the Board in April and then forwarded to the Ministry would require Ministry approval.

Miss Bond explained that the Wentworth County Board could shorten the number of days as an additional two days beyond what was required was approved in their school year calendar.

Mr. Sinclair replied to Mr. Hicks that a specific number of days are not negotiated with the various Branch Affiliates; however, the length of the school day and year has been raised during negotiations.

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Mr. Allen:

That the recommendations of the Director be approved as presented.

Mr. Stewart referred to the promotion of a vice-principal to the position of principal, creating an opening for a vice-principal. He asked if that position would be vacant for any length of time.

Mr. Stockwell responded the recommendation to fill that position will be brought to this Committee next month.

When Mr. Stewart stated he was very unhappy that such a large school would be functioning without a vice-principal, Mr. Stockwell agreed; however, there has not been sufficient time to bring a recommendation this evening to fill the vacant position.

Mr. Korz inquired if it would be feasible for a school to function without a vice-principal.

Mr. Stockwell responded that a school can operate for a limited period of time without a vice-principal. He indicated that, when similar situations have occurred in the past, every effort was made to ensure the school received the required assistance in the interim.

Mr. Hicks referred to the retirement of James Kelly Kawamoto and noted his contributions to this educational system, particularly in the area of physical education.

The motion was voted on and was CARRIED.

The meeting then adjourned.

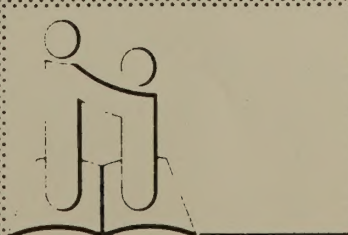
Read and confirmed,

CHAIRMAN

URBAN/MUNICIPAL
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MARCH, 1992

PERSONNEL AND ORGANIZATION COMMITTEE



THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

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PERSONNEL & ORGANIZATION COMMITTEE

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ELEMENTARY/SECONDARY

NEW BUSINESS:

1. Recommendations of the Director of Education 4

THE NEW YORK PUBLIC LIBRARY

ASTOR LENOX TILDEN FOUNDATION

1912

1912

REPORT

1. The New York Public Library, Astor Lenox Tilden Foundation, has the honor to acknowledge the receipt of the report of the Committee on the Administration of the Library, dated June 1, 1912.
2. The report of the Committee on the Administration of the Library, dated June 1, 1912, is hereby accepted and approved by the Board of Trustees of the Library.
3. The report of the Committee on the Administration of the Library, dated June 1, 1912, is hereby accepted and approved by the Board of Trustees of the Library.
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6. The report of the Committee on the Administration of the Library, dated June 1, 1912, is hereby accepted and approved by the Board of Trustees of the Library.

RESOLUTIONS

NEW YORK

1. The Board of Trustees of the New York Public Library, Astor Lenox Tilden Foundation, has the honor to acknowledge the receipt of the report of the Committee on the Administration of the Library, dated June 1, 1912.

MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1992 03 12

Present: Trustees Mulholland (Chairman); Bishop, Hicks, Paquin, Stewart, Wilson and Cunningham.

Also

Present: Trustees Allen, Desmarais, Johnston, Lowe, Mason, Orban, Rodgerson and Rogers

Officials

Present: K. A. Rielly (Director of Education and Secretary)
P. Shewfelt (Superintendent of Finance and Treasurer)
B. Sinclair (Superintendent of Human Resources)
E. Bond (Superintendent of Program)
R. Orlando (Superintendent of Plant)
M. Quinn (Superintendent of Schools - Area 1)
N. Nicholls (Superintendent of Schools - Area 2)
R. Binns (Superintendent of Schools - Area 3)
P. Gillie (Superintendent of Schools - Area 4)
S. Rogers (Assistant to the Secretary)

Mr. Mulholland called the meeting to order and then asked for confirmation of the minutes.

Moved by Canon Rogers:

That the minutes of the regular meeting of 1992 02 13 be approved as presented.

CARRIED

GENERAL

NEW BUSINESS

Recommendations of
the Director of
Education

Moved by Canon Rogers:

That the Recommendations of the Director of Education be approved as presented.

Mr. Mulholland noted that the recommendations represented no increase in staffing.

The motion was put to a vote and was CARRIED.

Evaluation of
Teacher Job
Performance
(Secondary)

Mr. Binns reviewed the report.

Moved by Mr. Stewart:

That the Report on the Evaluation of Teacher Job Performance (Secondary) be received for information.

Mr. Binns pointed out that the evaluation is not based solely on 30 minutes of observation but is a process that includes factors above and beyond the classroom. He explained that this broader scope of evaluation would surface the kinds of concerns raised by Mrs. Mason relative to a teacher doing very well during a classroom observation but whose students performed poorly.

Mrs. Bishop, noting that teachers are increasingly being judged by "teaching" results, suggested that the document is not sufficiently strong on the area of skills.

Mr. Binns pointed out that this report has been condensed from a detailed 12 page document. He offered that the full document was available to trustees if they wished to see it.

Mrs. Bishop felt it was valuable to have all the information in order to be able to respond to parents' concerns.

Mrs. Bishop also pointed to the word "attitude" in the document and expressed concern that someone who is critical may be seen to have a "bad attitude" and offered that "commitment" was a better term.

Mr. Binns responded to a question from Mrs. Bishop that "ethical attitude" is defined by the Federations as a professional attitude that is becoming of a teacher's stature in the community, i.e. the kind of role model a teacher should be.

Mrs. Bishop requested consideration of a word other than "ethical" as she felt it could be interpreted that people who "don't make waves" or who don't express opinions are preferred.

In response to Mrs. Bishop, Mr. Binns explained that the Head of a Department provides assistance in working with the plan as outlined by the Principal in the evaluation process.

Mr. Binns responded to a question that the elementary panel has a similar document that is about eight or nine years old.

Ms. Orban asked if consideration had been given to giving students the opportunity to evaluate, not necessarily on the teacher but the course itself, suggesting such would provide concrete feedback.

Mr. Binns said that such a proposal, including peer evaluation, would be feasible under the Growth and Development Document but not within this document which is designed for evaluation of teachers under contract maintenance.

Mr. Mulholland added that this process is the result of a project put forth by the Federation.

Mr. Binns responded to Ms. Orban's concerns regarding possible personality conflicts that the procedure provides for evaluation by more than one person and specifies that the Superintendent of Schools must be involved in the classroom observation as well as the Principal.

Mr. Binns informed Mr. Stewart that there is a procedure for Occasional Staff teachers in their contract and that it differs somewhat from these procedures.

Mr. Binns, in response to Mr. Hicks' question regarding the "appeal" process outlined in the Operating Procedure, explained that according to the Education Act a teacher has a right to appeal a recommendation from the Personnel and Organization Committee for termination at the full Board meeting. The right to appeal can be in writing or the person can come to the full Board and present reasons why the dismissal is not appropriate.

Mr. Hicks pointed out that the Personnel and Organization Committee is only a Standing Committee which presents recommendations to the Board and questioned how there can be an appeal when a final decision has not been made by the Board.

Mr. Binns reported that the Board obtained legal advice and it was agreed that the right to appeal the recommendation going to the

Board exists. He referred the members to page 12 for the rights to appeal the Board decision.

Mr. Hicks acknowledged the legal opinion but was concerned that such a recommendation going forward to the Board could in fact result from a decision by only a few trustees.

Mr. Hicks asked if there has been a similar situation in the past.

Mr. Sinclair said that this is a new procedure that has resulted from a change in law in this area. An employer must provide a fair process and the person must know what the case is before the Board, the reasons dismissal is being recommended, etc. In addition, the person now has the opportunity to be present when the case is presented to the Board and to respond to that decision.

Mr. Hicks asked if there could be consideration to the wording around this issue in the document, suggesting that "review" might be a better word. Mr. Mulholland noted that the Report has indicated a workshop to focus on legal responsibilities is planned for April, 1992, and he assured Mr. Hicks that his concerns would be reviewed at that time.

The motion was put to a vote and was CARRIED.

(a) Staffing Report

Mr. Sinclair presented the report.

Moved by Miss Orban:

That the Staffing Report - Full Time Equivalent Positions be received for information.

In response to a question, Mr. Sinclair explained that these statistics represent the complement of positions and that specific staff changes between panels would not necessarily be reflected in the chart if the change bore no impact on the quota or number of positions.

The motion was put to a vote and was CARRIED.

(b) Report on
Supply Teachers

In reviewing the Report, Mr. Sinclair indicated that there were 21 Personal Leave days reported. Noting that there was some decline in the numbers recorded in the "Not Indicated" column, Mr. Sinclair offered that there is still room for improvement and the Officials are working to address this area.

Moved by Dr. Johnston:

That the Report on Supply Teachers be received for information.

Mr. Stewart requested that next month's report show the personal days broken down by day, noting that he was specifically interested in knowing how many teachers will take the Friday before March break as a personal day.

Mr. Sinclair agreed to bring that information next month.

Miss Cunningham rejected Mr. Sinclair's explanation regarding the "Not Indicated" column, noting that a direction went out to the system that all columns were to be completed so that the reasons for

requiring supply teachers could be determined. Suggesting it was time to make the principals accountable when they refuse to comply with the instructions, she asked for an explanation as to why the situation is being allowed to continue.

Mr. Mulholland suggested the Officials be given the opportunity of reporting that information back to the members next month.

Noting that these are areas where a substantial amount of money is being expended on an ongoing basis, Miss Cunningham also requested an explanation of "Other" and how those days have been used.

The motion was put to a vote and was CARRIED.

At an in-camera session following the public meeting, the following action resulted:

Early Retirement
Incentive Plan

Moved in amendment by Mrs. Rodgerson:

That a Special In-camera Meeting of the Personnel and Organization Committee be scheduled for Monday, 1992 03 23 to consider the proposal on Early Retirement Incentives. CARRIED

Alternative Work
Arrangements

Moved by Miss Cunningham:

That the Officials be authorized to issue the letter on Alternative Work Arrangements to staff. CARRIED

Employee
Assistance Plan

Moved by Mr. Allen:

That the recommendation that \$25,000 be added to the Employee Assistance Plan be referred to Budget Review. CARRIED

ELEMENTARY/SECONDARY

NEW BUSINESS

Recommendations of
the Director of
Education

Moved by Canon Rogers:

That the Recommendations of the Director be approved as presented.

Mr. Stewart expressed his appreciation for the expedient appointment of a vice-principal so that a school in his area was not without such assistance for a long period of time.

Mr. Quinn responded to Mr. Stewart's question that the person being promoted is a Special Education Consultant in Areas 1 and 2 and he expects, upon ratification of the promotion to vice-principal, to have the position posted.

The motion was put to a vote and was CARRIED.

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

URBAN/MUNICIPAL

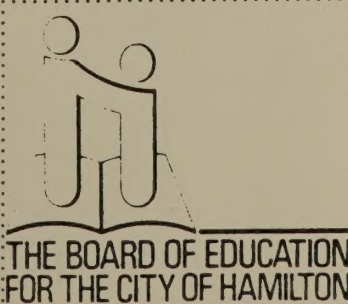
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APRIL, 1992

PERSONNEL AND ORGANIZATION COMMITTEE



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PERSONNEL & ORGANIZATION COMMITTEE

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THE UNIVERSITY OF CHICAGO

LIBRARY

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THE UNIVERSITY OF CHICAGO
LIBRARY
1900

MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1992 04 09

Present: Trustees R. Mulholland (Chairman); Bishop, Stewart and Cunningham.

Not

Present: Trustees Hicks, Paquin and Wilson.

Also

Present: Trustees Allen, Desmarais, Johnston, Mason and Orban.

Officials

Present: A. Stockwell (Associate Director of Education)
B. Sinclair (Superintendent of Human Resources)
M. Quinn (Superintendent of Schools - Area 1)
N. Nicholls (Superintendent of Schools - Area 2)
R. Binns (Superintendent of Schools - Area 3)
P. Gillie (Superintendent of Schools - Area 4)
S. Rogers (Assistant to the Secretary)

Mr. Mulholland called the meeting to order and noted regrets were received from Trustees Hicks, Paquin, Wilson and Korz. He then asked for confirmation of the minutes.

Moved by Dr. Johnston:

That the minutes of the regular meeting of 1992 03 12 be approved as presented.

CARRIED

GENERAL

NEW BUSINESS:

Recommendations of
the Director of
Education

Moved by Dr. Johnston:

That the Recommendations of the Director of Education be approved as presented.

Mr. Stewart noted the retirement requests and asked if these employees would be considered for the Early Retirement Incentive Plan (ERIP) approved at Budget Review and Board last evening.

Mr. Sinclair advised that the information regarding the Plan will be posted by the end of the month and it was his understanding it would apply to people presently in employment. He acknowledged it is a "timing" matter.

Mr. Stewart and Mrs. Mason wondered if it would be beneficial for these staff if the Board "denies" approval of their requests at this time. Mr. Mulholland felt the interpretation should be that any staff retiring after 1992 04 08 would be considered. He added that any retirement request brought to the Personnel and Organization Committee this month should be reviewed for eligibility based on the implications of the Plan.

Miss Cunningham clarified that it will be a different situation if an employee who is retiring has reached the maximum working years for full benefits.

Mr. Sinclair confirmed Miss Cunningham's statement and explained further the benefits under ERIP.

In response to Ms. Orban's concerns, Mr. Sinclair clarified that the provisions and details of ERIP must be discussed with the unions.

Mr. Mulholland said the implementation process of the Plan should be facilitated through a co-operative effort within the system.

Dr. Johnston voiced his support to offering the ERIP to present staff who may be eligible. Mr. Stewart wished the Board to be perceived as being fair to its employees.

Dr. Johnston's motion was put to a vote and was CARRIED.

Moved by Ms. Orban:

That those employees listed in the Recommendations of the Director, clauses 6 (b) and (c), who tendered their letters of resignation for the purpose of retirement to the April meeting of the Personnel and Organization Committee, be eligible for the Early Retirement Incentive Plan. CARRIED

(a) Staffing Report

Mr. Sinclair presented the report, noting the increase in staff complement for teachers in the Elementary panel for the English-as-a-Second Language class at Hess Street School and a new Grade 2 class at Sherwood Heights Elementary School and the Lunchroom Program at Linden Park Elementary School in order to meet the students' needs.

Moved by Miss Cunningham:

That the Staffing Report - Full Time Equivalent Positions be received for information.

Miss Cunningham recalled the concerns she raised relative to the additional eleven teaching positions discussed at the Budget Review meeting the previous night. She said the enrolment figures and student drop-out rate in the Staffing Report confirmed her concerns. Noting we have student places opening in the system and the Board is already "staffed to the highest numbers" when it comes to teachers, Miss Cunningham cautioned the trustees to be careful with what and why we do things.

Mrs. Bishop queried the viability of an augmented Staffing Report, beginning in September, showing information relating to the enrolment of adult students and staffing for same as well as staffing for the Adult and Continuing Education program at Briarwood and other Centres. Although she acknowledged the problems which may likely result, in light of some teachers having assignments in both the secondary composite and adult education lines, Mrs. Bishop felt this modified format of the Staffing Report will be a helpful way of looking at staffing and allowing trustees to see exactly what is happening.

In response to Mr. Desmarais' query, Mr. Stockwell clarified that the total enrolment figure of 39,913 also includes the adult students.

The motion was put to a vote and was CARRIED.

b) Report on Supply Teachers

Mr. Sinclair reviewed the report, noting the 46 Personal Leave days in the secondary panel reported in March. Responding to Mr. Stewart's question raised at the March meeting, Mr. Sinclair stated that 23 of these Personal Leave days were associated with the mid-winter break. Pointing to the Long-Term Occasional column, Mr. Sinclair explained the major reason for the figures being increased by \$50,000 is that it is starting to reflect the impact of the increase in teachers' salaries (September and February) of approximately 5.5%. He advised further that Maternal Leave is one of the major reasons for Leaves of Absence under the "Other" column.

Mr. Stewart requested this report include totals corresponding to supply teacher usage for both the elementary and secondary panels on a percentage basis. Mr. Sinclair agreed to provide the information beginning with next month's report.

Moved by Miss Cunningham:

That the Report on Supply Teachers be received for information.

Miss Cunningham stated she had some concerns with this Report, noting that figures have been changed in a couple of lines from the Report the trustees received last month, e.g. the "Other" column has been changed from 132.5 to 131.5. Miss Cunningham wondered why these changes were made and asked whether it was due to lack of staff or someone now having the time to check the documents which has resulted in a change in the accountability line. She stressed the importance of trustees receiving accurate reports which are indicative of what is happening.

Miss Cunningham expressed her appreciation for the Report being updated and the fact the "Not Indicated" column is zero in both months. She hoped, however, that when supply teachers are brought in they are really required as accountability must be shown.

In response to Mrs. Bishop's question, Mr. Sinclair explained the procedure in handling the time sheets for supply teachers, affirming the labour-intensive process involved. He noted the required co-ordination among the school secretary, staff from Payroll, Computer Services and Human Resources in facilitating the processing of the time sheets for supply teachers.

Mr. Stockwell advised that, in line with the on-going development of an integrated information system, a process will be established which will enable the school secretary to input and monitor the data from the time sheet directly into the Payroll computer system with the computer performing the sorting and printing of the information.

When Mrs. Bishop expressed concern with the number of hours spent by staff in gathering the information, Mr. Sinclair expressed anticipation that the slow processing of these payroll sheets will be eliminated in a year's time with the completion of the integrated information system.

Mrs. Bishop stressed her support for a more productive use of staff in our system.

Mr. Stewart referred to his request last month for information regarding the number of "Personal" days taken around mid-winter break. He explained his interest was due to a new provision in the Collective Agreement and how it was going to be handled. As only 2% "took advantage" of the provision, he felt that said something for the group and they "came through as winners".

Ms. Orban queried the number of staff using their total 20-sick day complement for absenteeism. Mr. Mulholland advised that the information is not available this evening.

Referring to the recent information relating to the absenteeism rate, Mrs. Bishop noted that the figures are slightly higher for the elementary panel but the overall rate seems to be acceptable.

The motion was voted on and was CARRIED.

ELEMENTARY/SECONDARY

NEW BUSINESS:

Review of the Role and Duties of the Superintendent of Schools

At this point, Miss Cunningham requested that a "Review of the role and duties of the Superintendent of Schools" be placed on the Personnel and Organization agenda for next month. She referred to the volume of work and activities taking place in the system within the past months in which the Superintendents of Schools have been involved, e.g. preparation of the numerous reports brought to the Board, etc. Recalling that a key objective of the Area reorganization was having these Superintendents working closely with their respective schools, Miss Cunningham wondered if the Board is on track with this direction. She hoped to see the Superintendents of Schools assume this role which the trustees had envisaged for them at that time.

Mr. Stewart suggested the review should include the time allocation relating to the job.

Mrs. Bishop felt it may be difficult to look at this area without looking at the structure of the organization. Wondering if it would be appropriate to single out just the Superintendent of Schools, she expressed her preference to have a broader perspective by considering the whole organization set-up in the review.

Responding to Mrs. Bishop's query, Mr. Stockwell clarified that the agenda for the Caucus meeting on 1992 04 14 has not been completed at this time; however, he would discuss this matter with the Director.

Recommendations of the Director of Education

In reviewing the recommendations of the Director, Mr. Sinclair said the probationary appointments involving Educational Assistants will be added to the staff complement and reflected in the Staffing Report for next month.

When Miss Cunningham signified her intent to raise some questions on clause 10 (a) on Page 9A of the Recommendations of the Director, there was consensus among the members to deal with the clause in-camera.

Moved by Dr. Johnston:

That the recommendations of the Director of Education, excluding clause 10 (a) on Page 9A, be approved as presented.

Referring to the request for a Loan of Service in clause 8, Dr. Johnston wondered if two years would be required in light of the Canadian troops being pulled out of Europe by 1993.

Mr. Stockwell clarified that the request for a two-year period came from the Department of National Defence as a "protection" on their part. He added this is within the normal practice relating to Loan of Service requests, e.g. a two-year period with a possible extension.

Miss Cunningham referred to clause 8 (a), Leave of Absence. She expressed concern with situations where the Board promotes a staff member to fill a temporary position and then this person takes a leave of absence immediately. She wondered what the status for that person will be upon coming back to the Board.

Mr. Mulholland clarified that the person will return to the current position and is not penalized.

The motion was put to a vote and was CARRIED.

Requests for "Four Over Five" Plan

Moved by Mrs. Bishop:

That the following requests for "Four Over Five" Plan be approved:

(a) That approval be granted for the requests of the following teachers for a Leave of Absence under the Salary Holdback Plan ("Four Over Five Plan") of the Secondary School Collective Agreement, effective as shown:

Ruth Fisher, 1996 09 01 to 1997 06 30 (1996-97 School Year)
Ryan Scott, 1993 09 01 to 1994 06 30 (1993-94 School Year)

CARRIED

The Committee then moved to an in-camera session.

At the resumption of the public portion of the meeting, the following motion was considered and approved:

Moved by Mr. Stewart:

That the following recommendation of the Director of Education be approved:

10. OTHERS

(a) That the request of Michael Sampson to relinquish his position as Acting Head of Department - Technical and be returned to the position of Acting Assistant Head of Department - Technical, effective 1992 09 01, with salary according to schedule, be approved. (Replacement) CARRIED

At this point, Mr. Allen referred to a school situation where a long-term employee is suspended by the Principal, with the support of the Superintendent of School, and the return of this person to the

classroom being based upon undergoing a psychological assessment. He wondered if cases like this and the course of action taken are brought before this Committee.

Mr. Mulholland clarified that the officials deal with these situations accordingly, i.e. within the Board's policies and procedures.

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

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MINUTES OF THE

SPECIAL MEETING OF THE PERSONNEL & ORGANIZATION COMMITTEE

1992 04 23

Present: Trustees R. Mulholland (Chairman); Bishop, Hicks, Paquin, Stewart and Cunningham.

Not Present: Trustee Wilson

Also Present: Trustees Allen, Darby, Desmarais, Hill, Lowe, Johnston, Korz, Mason, Orban, Patenaude, Rodgerson and Rogers.

Officials Present:

K. Rielly, Director of Education and Secretary
 A. Stockwell, Associate Director of Education
 P. Shewfelt, Superintendent of Finance and Treasurer
 E. Bond, Superintendent of Program
 B. Sinclair, Superintendent of Human Resources
 R. Kawai, Superintendent of Information Management Services
 M. Quinn, Superintendent of Schools - Area 1
 R. Binns, Superintendent of Schools - Area 3
 P. Gillie, Superintendent of Schools - Area 4
 G. Rutledge, Controller
 S. Rogers, Assistant to the Secretary

URBAN MUNICIPAL
 JUN 15 1992
 GOVERNMENT DOCUMENTS

GENERAL**BUSINESS ARISING OUT OF THE MINUTES:****Posting/Advertising for the position of Affirmative Action/Employment Equity Consultant/Co-ordinator**

Dr. Johnston spoke of the Minister of Education's commendation for our Race Relations Policy and his emphasis on the necessity for regular reporting and evaluation. Acknowledging that there are no longer funds in the budget for a full-time Race Relations Consultant, Dr. Johnston proposed that responsibility for Race Relations and Ethnocultural Equity be given to the position responsible for Affirmative Action/Employment Equity. He urged that the posting for this vacant position be circulated and filled by a qualified person. He advised that his proposal had been discussed with senior staff and it was felt it will achieve the desired end.

Moved by Dr. Johnston:

That the position of Affirmative Action/Employment Equity be posted and that the responsibilities for Ethnocultural Equity and Race Relations be assigned to this officer.

Dr. Johnston stated this was the motion he had attempted to make at a previous meeting.

Mr. Korz, believing a similar motion had been approved at Budget Review and Board, argued it would require a two-third's majority vote to discuss; an interpretation Dr. Johnston questioned.

Mr. Stewart pointed out that approval of the appointment would come to the Personnel & Organization Committee after being posted which is standard operations procedure. Mr. Mulholland read the following motion and amendment approved at the in-camera Budget Review Committee meeting on 1992 04 01:

"Moved by Mr. Korz:

That appropriate monies be deleted from the budget in order that the position of Consultant Race Relations have duties finished by 1992 08 31 and that the position be eliminated as of that date.

Moved in amendment by Mr. Darby:

That upon the termination of the Race Relations Consultant position, the responsibilities of that position be assigned to someone in the Education Centre within the present staff complement."

Mr. Hicks stated that the position of Affirmative Action/Employment Equity has been vacant since the Fall and that Dr. Johnston is simply suggesting that the duties of Race Relations be assigned to someone in this building. He preferred dealing with the posting of the position of Affirmative Action/Employment Equity, noting that it is possible to combine this position with Race Relations.

Dr. Johnston clarified for Mr. Korz that the intent of his motion is that when this position is posted, part of the duties include those of Race Relations, but not necessarily assigned as a half of the total duties. He considered this the best way to ensure continued responsibility for Race Relations.

Referring to the wording on the agenda, Mr. Stewart expressed concern about the expectation of a certain salary level in connection with the word "Co-ordinator" as well as "posting/advertising".

Mr. Sinclair responded that this position, now vacant, exists currently as Affirmative Action/Employment Equity Coordinator. He further explained that while the job would be first posted within system, he would like an understanding that if there is no qualified candidate, he could seek a qualified candidate from outside the system.

Believing this discussion to be premature, Mrs. Hill asked about the impact of filling this job upon Mr. Sinclair's plans for downsizing of the Human Resources Department.

Mr. Sinclair advised that a total of 3.8 positions would be downsized in his department, 2.8 through the 10% reduction and one position of Race Relations Consultant as deleted by Board motion. Noting 3.8 positions represents 13% of the department complement, Mr. Sinclair stated that it is his intent to protect the position of Affirmative Action/Employment Equity. He admitted that given budget considerations he was considering several options for filling this position. He added that whether the job is filled from within his department or not, the vacancy would have to be posted to allow equal opportunity for people to apply, either inside or outside the Board.

Miss Cunningham echoed the concerns about the wording of the agenda relative to "Consultant/Co-ordinator". Recalling the remarkable job done by the former incumbent, Miss Cunningham stated it was her understanding that Affirmative Action had become assimilated into our operations; similarly Employment Equity. She noted both the Affirmative Action/Employment Equity Co-ordinator and Race Relations Consultant dealt with matters related to Race Relations and it was her view that these positions come to an end and not remain permanent. She was desirous of a time limit and evaluation for this position with the gradual elimination thereof through assimilation. As an alternative, she suggested a Co-ordinator within the City, rather than individuals in various firms. She was reluctant to support posting this position.

When Mrs. Bishop questioned Mr. Sinclair about the inclusion of the Race Relations Consultant within his department's reduction given its location in the budget book under the Director's Office staff, Mr. Sinclair clarified that this position is in transition, i.e. moving away from the Director's Office to the Human Resources Department.

Responding to further questions, he stated that the Race Relations Consultant position was not part of his department's 10% downsizing, but in addition to it.

Mrs. Bishop remarked that she believed reducing the Race Relations Consultant was the 10% reduction required in the Director's office, rather than "in addition". She then

confirmed with Mr. Mulholland that the posting of this position was on the agenda because Dr. Johnston wished to amend the duties of the position. She then verified through Mr. Sinclair the many and varied duties of the Affirmative Action/Employment Equity position.

The Chairman stated that the 10% reduction in the Director's office related to the elimination of the Administrative Assistant's position.

Ms. Orban related her understanding that when such a project is completed, it becomes Board policy, with implementation and dissemination into the system for reference should a problem arise. She believed that the Race Relations' document to be presented on 1992 05 07 is all encompassing, including Affirmative Action/Employment Equity, Harassment and Race Relations. Further, she suggested that no decision be made on this position until after presentation of that Report. She supported timelines for policy project purposes. Referring to the many responsibilities designated as those of the Affirmative Action/Employment Equity Co-ordinator, she opined that many of these responsibilities were being addressed by other staff. Mrs. Bishop clarified that many of these duties are related to staff, not students.

Mr. Sinclair agreed there was an overlap in responsibilities between these two positions, particularly in the area of harassment, but reminded trustees of the need for a person to solicit and train facilitators. He briefly recalled the presentation to Board by facilitators about their reliance on a person who is expert in this field. Acknowledging the previous incumbent's abilities, Mr. Sinclair declared the need for continuation of this work.

Mrs. Hill questioned whether the motion on the floor was Dr. Johnston's or on behalf of Mr. Sinclair. Both she and Mrs. Lowe urged trustees to wait for a report on the downsizing of the Human Resources Department before posting for positions.

On a point of privilege, Dr. Johnston strongly stated that this was his motion, although he had consulted with both his wardmate and the Superintendent of H.R.D.

Mr. Sinclair elucidated for Mrs. Rodgerson that the reason the last incumbent left the Affirmative Action/Employment Equity position was that the Board only offered one- or two-year term contracts. Mrs. Rodgerson then questioned the possibility of making this position .5 Affirmative Action and .5 Employment Equity and implementing that job description within existing staff.

Mr. Sinclair expressed reluctance with this suggestion, noting that Dr. Johnston's approach dealt with only one person, while providing flexibility and a more reasonable cost benefit. Responding to further questions, Mr. Sinclair acknowledged that some responsibilities had been absorbed by his staff, but he did not consider this to be a satisfactory mode.

Mr. Korz questioned the addition of more responsibilities to the job description of Affirmative Action/Employment Equity position given by Mr. Sinclair. He noted that many of the duties were in addition to the original intent of the job, which was to be on a short term basis to complete a policy. He believed that this position was becoming ingrained in the system and needed to be re-considered following downsizing.

Mr. Hicks explained to Mrs. Rodgerson that for some trustees, development of the Affirmative Action/Employment Equity position had been initially linked with grants, which have since been discontinued. In agreement with the suggestion of Trustees Hill, Lowe and Korz, Mr. Hicks added his difficulty with the dual title as shown on the agenda.

Agreeing the dual title was awkward, Mr. Sinclair stated his preference for an open competition through posting, with salary and title dependant upon the qualifications of the person selected, i.e the position would be entitled as Consultant and paid according to the Collective Agreement if an academic is chosen, or Co-ordinator if the person had no

teaching background and paid in accordance with non-union wages.

When Mr. Hicks asked Mr. Sinclair to comment about delaying this position to the May Personnel & Organization Committee meeting, Mr. Sinclair responded that he would be quite prepared to bring back a report on downsizing for discussion at that time.

Mr. Hicks indicated he would be so willing to make the appropriate motion, at the Chair's discretion.

Mrs. Mason expressed a different perception in that she did not believe that once a policy was in place, the job was done. Admitting that we do not have a serious problem at present, she judged there was a need for a person to ensure employees and students understand people of different backgrounds. She felt that we should take advantage of the opportunity to build on each other's strengths particularly in view of increased immigration. Having participated in some of the Race Relations workshops, she spoke highly of their effectiveness. In closing, she stated she would support the motion, but hoped that this issue would be brought back at a later date.

Mr. Darby stated that the intent of his amendment at the 1992 04 01 in-camera meeting assigning the duties of Race Relations to an existing employee, was to have these duties taken care of within the present complement. He stated he was not sure he would support the motion, except for the feeling that Mr. Sinclair was in agreement with it.

Mr. Sinclair acknowledged in the affirmative, given the compromise position and the need to reduce the number of positions.

Mr. Darby then added his support to the motion on the floor, stating that officials could have assigned those duties to an individual based on his earlier motion.

Expressing his appreciation to Mr. Hicks for past and present support, Dr. Johnston indicated that he would support Mr. Hicks' amendment to obtain a "total picture" this evening.

Mr. Mulholland commented that numbers of positions to be reduced would be provided tonight with additional information being provided at the 1992 05 14 Personnel & Organization meeting.

Miss Cunningham was advised that the salary difference between a Consultant (academic) and a Co-ordinator (non-academic) was, maximum to maximum, approximately \$14,000. Recalling the emotional trauma on staff members of Pay Equity, Miss Cunningham asserted her belief that this position does not require a teaching certificate and suggested the title Officer be utilized and a fair salary paid.

In placing the amendment on the floor, Mr. Hicks admonished trustees to be prepared to "stand up and be counted" on 1992 05 14.

Moved in amendment by Mr. Hicks:

That the following motion be tabled to the 1992 05 14 meeting of the Personnel & Organization Committee:

a) That the position of Affirmative Action/Employment Equity be posted and responsibilities for Ethnocultural Equity and Race Relations be assigned to this position. CARRIED.

On a point of clarification, Mr. Hicks asked if it was still the intent of the officials to try to fill positions internally and Mr. Mulholland assured him that the officials are very sensitive to the employees of this Board.

Mrs. Bishop stated her concern that information coming to the trustees at the 1992 05 14 meeting would be a "fait accompli" as she had expected that trustees would have had the opportunity this evening to discuss and debate the positions to be deleted based on the global numbers approved by trustees during budget deliberations.

Early Retirement Incentive Plan

Prior to debate, Mr. Mulholland indicated to members that a two-thirds majority vote was required to allow discussion of this item again. Canon Rogers challenged this ruling stating this item was an "add-on" to a previous motion.

The challenge was put to a vote and CARRIED.

Mr. Sinclair advised that the rationale for recommending the inclusion of the Non-Union Administrative Support group in the Early Retirement Incentive Plan was the concern that they would be disadvantaged because of their exclusion, i.e. union members would receive greater job protection through vacancies resulting from early retirements. It has been projected that three members of this group will lose positions and this plan affords a more effective way of trying to downsize through additional attrition. Noting that a long term employee could expect to receive termination pay of one year's salary, he detailed an \$89,000 cost for three years, or \$15,000 impact in 1992 for three positions under the E.R.I.P.

In supporting the recommendation, Canon Rogers asked that the Board quickly remedy this situation for these dedicated and important employees.

Moved by Canon Rogers:

That the Non-Union Administrative Support Staff be included under the Board's Early Retirement Incentive Plan, approved on 1992 04 08.

Commenting on the change in thinking in only three weeks, Mr. Hicks questioned the rationale for excluding the sixth group initially considered, i.e. Senior Management. He pointed out that teachers had already had an opportunity for early retirement through "the window".

Acknowledging that the initial submission recommended inclusion of the six groups, Mr. Sinclair remarked that it had been brought to their attention that the Non-Union Administrative Support Staff were being disadvantaged, hence the report tonight. The report did not include senior management personnel as it was considered to be a conflict of interest.

Mr. Hicks expressed strong concerns about Board staff morale, while supporting the recommendation to have a fair and consistent policy.

While in support of Early Retirement Incentive Plans but not the motion on the floor, Mr. Darby recalled that these two groups had been eliminated from the initial proposal because of concerns that there would be a net cost rather than net savings due to the number of positions that would have to be replaced. He suggested calculating an E.R.I.P. with variables based on 90 to 85 factors to obtain a specific reduction rather than leaving it "wide open".

Moved in amendment by Miss Cunningham:

That the 13 positions that comprise Senior Management be included under the Board's Early Retirement Incentive Plan, approved on 1992 04 08.

As he calculated there could be a cost savings of approximately \$30,000 for each teacher who retired early, and to treat everyone fairly, it was

Moved in amendment to the amendment by Mr. Stewart:

That the Elementary and Secondary teachers be included under the Board's Early Retirement Incentive Plan, approved on 1992 04 08.

Trustees Cunningham and Bishop spoke against Mr. Stewart's amendment due to the lack of information about the positions involved.

Trustees Patenaude, Allen, Darby and Rogers declared a conflict of interest.

The amendment to the amendment was put to a vote and was LOST.

Mrs. Lowe also recollected that a large part of the previous E.R.I.P. discussion had been based on whether or not employees would have to be replaced and if it would result in a cost saving. She was supportive of the main motion, stating the intent was to lessen the impact of job losses.

Dr. Johnston opposed inclusion of senior officials due to the financial implication and the impact on the system resulting from the loss of leadership expertise during this crucial period.

Mrs. Hill questioned whether the Board would have the authority to restrict the number of senior officials if, hypothetically, they all opted to take the package. While suggesting such flexibility could impact negatively on the Board, Mrs. Hill also suggested that it would allow the Director the opportunity to restructure.

When Mr. Mulholland clarified that five of the 13 positions meet the E.R.I.P. criteria he also opined that the Board could not discriminate against them if all five individuals opted for an early retirement.

Miss Cunningham indicated that if the Director is considering future restructuring of senior management, any vacant position need not be refilled. She added that she had no indication of the positions/individuals involved or if they would retire, however, she was hopeful of support for her amendment.

Mr. Stewart remarked on the change in discussion from when this was first discussed a couple of weeks ago.

Mr. Mulholland verified for Ms. Orban that the E.R.I.P. was not a budget item as long as there was no cost to the Board. All these positions were included in the staffing formula contained in the 1992 04 08 budget approval.

Mr. Sinclair outlined that, as with the previous groups, employees must notify the Board of their intent to retire by 1992 06 30 and retire by 1992 12.31.

Trustees Desmarais and Darby were reluctant to "vote totally blind" on the amendment without full details about the people and positions involved. Mr. Desmarais asked that the minutes reflect he would abstain from voting under these circumstances. He further advised his awareness that disclosure of such information would warrant an in-camera session.

Moved in amendment by Mr. Darby:

That the motion and amendment be tabled.

LOST.

Moved by Mrs. Hill:

That this meeting adjourn to an in-camera session.

When Mr. Stewart indicated that previous information relative to E.R.I.P. numbers had been provided without the need for an in-camera discussion, Mr. Mulholland stated that he did not believe it was fair to name people publicly as being in a position to retire.

Mrs. Hill suggested that data such as years of service would answer Mr. Desmarais' question.

The motion to go in-camera was put to a vote and CARRIED.

Mr. Stewart objected that the Board was going in-camera too often. In response to his question about in-camera rules, Mr. Mulholland stated that approval to go in-camera was given by members because the discussion relates to personnel and involves naming individuals.

On a point of information, Mr. Hicks had concerns about not having a plan and that trustees were changing from very vague terms in the report such as "might", "if three employees" to requesting very specific information about the names of senior officials. Given that direction, he said that he did not think similar details could be provided about the Non-Union Administrative Support Staff should he request it.

The Committee then met in-camera.

When the meeting reconvened publicly, Mr. Mulholland reminded the members they were still dealing with the amendment to include Senior Management under the E.R.I.P.

Mrs. Rodgeron remarked on her concerns about the lack of procedure to protect the structural soundness of the Board and recalled similar concerns being raised by the Consultant. Although she did not intend to discriminate, she felt it was in the best interest to protect the corporation in such situations. She then questioned the impact of losing the maximum number of employees under this plan.

Mr. Sinclair responded that, based on the Consultant's best advice about likely responses, it is inconceivable that the full complement of employees qualified would retire under this plan. We have built in a plan for the four groups based on the expected response rate, however, he considered the risk must be determined by the trustees relative to senior management.

Mrs. Rodgeron then queried the six-month period between 1992 06 30 and 1992 12 31, stating most corporations average six to eight weeks.

The amendment was put to a vote and CARRIED.

The motion as amended was put to a vote and CARRIED.

Moved by Mrs. Mason:

That the officials bring to the next Personnel & Organization Committee meeting an analysis on the costs of offering the Early Retirement Incentive Plan to teachers.

Noting Mr. Stewart's motion regarding the teachers had been defeated, Mr. Mulholland declined to accept the motion at this time.

NEW BUSINESS:

Downsizing - Administrative Office Staff in Central Departments

Mr. Sinclair presented the report on the procedures under which Central Department downsizing would occur. Referring to the meeting dates with employees, he requested trustees to change the dates of May 7, 8 and 11 to the 4, 5 and 6. He advised these procedures had been discussed with the appropriate unions and association, brought twice

to the Salary Committee for direction and discussion and is being presented to the trustees as information due to the serious implications for employees, departments and services. A total of 25 positions are to be cut and will involve employee layoffs.

Referring to the second paragraph and the wording "according to qualifications", Mr. Sinclair confirmed for Mr. Hicks that this process is based on precedents in Collective Agreements and is not "re-inventing the wheel". In response to Mr. Hicks' further query about the period of time to retrain to meet the qualifications of the new position (#5), Mr. Sinclair stated the qualifications for the job must be possessed without a formal training period. In the process of one person displacing another it was felt that the person should be qualified to do that job, rather than a formal training period that would be accorded with an open position. Mr. Sinclair agreed with Mr. Hicks' suggestion that should an open position be available, there would be a period for retraining. He pointed out that of the 25 positions to be cut, placement within vacant positions is happening.

Mrs. Bishop, upset with the length of this process and the suspense for staff, hoped that the Board will learn from this experience and will have procedures in place for future situations. She stated her understanding that now only one department's staffing would be discussed this evening. Expressing some surprise at voting for cuts based on numbers rather than positions during the budget process, she stated her expectations to debate these cuts and her concern that the meeting on 1992 05 14 would be a "fait accompli".

Mr. Rielly responded that the in-camera session tonight would consider the Program Department area. Acknowledging the officials frustration in this situation as well, Mr. Rielly remarked that this is a very complex, lengthy process and the information was not available in regards to Central Office's positions. Speaking of the desire to treat employees fairly, he noted that bringing incorrect information was worse than no information. He accepted responsibility for not having this information readily available.

Mr. Sinclair affirmed for Miss Cunningham that employees with interrupted service, would not have their total service considered for length of service in this displacement process.

When Miss Cunningham asked if the same rule for interrupted service applied to retirement or the E.R.I.P., Mr. Sinclair remarked that most of these issues are dealt with in the Collective Agreements and the practice would be to recognize past service in certain instances for entitlement purposes, i.e. retirement gratuity.

Referring to comments made by Mrs. Bishop about debating the cut positions, Mr. Desmarais recalled that the Board set a clear mandate to reduce by 10 percent and he considered it grossly unfair for trustees to expect to debate each position when it is the officials' responsibility to meet the mandate. He agreed that the information presented to trustees at the 1992 05 14 meeting will be "fait accompli".

Mr. Stewart divulged that it was the Salary Committee's reasoning to bring these procedures to the trustees for information on the process and he cautioned the members to be very careful with the questions being asked this evening.

Dr. Johnston added that interrupted service had not been discussed by the Salary Committee and he was concerned that this would be applied in detriment to women who left the work force to raise children and then returned to work for the Board. He felt this should be re-considered in view of current attitudes.

Mr. Sinclair agreed that interrupted service would impact mainly on women. However, he advised that this reflects the positions of both the union and association representing these employees, as well as in the Collective Agreement.

Mrs. Hill expressed her concern, citing Mr. Stewart's reference to these procedures as "our position" and that they have not been "agreed upon". She was concerned that

employees would be left for a longer period of time without direction if these procedures were included in negotiations.

Emphasizing that this was a management plan, Mr. Sinclair advised that he has met with the unions and association to discuss these procedures on three or four occasions and they are aware of management's timelines and desire to get it done quickly and well. While they have not endorsed the plan, they will not oppose it. He commented that some changes were made at their suggestion but he considered this to be a management plan and not a mutual, negotiated plan.

He confirmed for Mrs. Hill that this is the plan officials intend to use to handle transfer and displacement procedures.

When Ms. Orban queried implications for downsizing relative to unionized and non-unionized staff, Mr. Sinclair explained that the same displacement procedures will govern for both groups of employees and he emphasized that displacement would take place within each group. No employee could "bump" a member of a different group. Similarly, first preference for any vacancies would be given to members within the bargaining group, and only if no candidates were qualified, would members from a different bargaining group be considered.

Recalling former Trustee Baskin's arguments about the Board's practice of forcing women to resign to raise a family and in view of current legislation, Miss Cunningham suggested that staff members with interrupted service should be given the opportunity of combining their service so it is not an impediment to job security. Believing this to be a neglected area, she hoped this could be re-considered before implementation of downsizing. Miss Cunningham cautioned that employees with valuable expertise could be lost.

When Mr. Mulholland questioned the length of service breaks, Mr. Sinclair remarked the issue that is so critical is the total number of year's service rather than the number of years of the actual absence.

Responding to Ms. Orban, Mr. Sinclair stressed that length of service was based upon the last date hired to permanent staff and was not associated with position or salary grade.

At Mr. Stewart's request, Miss Cunningham explained she was referring to employees who lost their year's of service through a break in service when they were forced to quit by our rules in the 1960's and 1970's.

When Ms. Orban asked about a hypothetical situation, Mr. Sinclair commented that issues were becoming confused. By way of clarification he stated that teachers returning from a break in service would be placed on the grid with full recognition of previous experience for entitlement purposes only. They would have to start at the bottom of the seniority list for current service, and this would apply to job protection, rights to promotion or transfer. In contrast, a leave of absence is not considered as a break in service and there would be no loss (or gain) of seniority. Throughout, Mr. Sinclair emphasized that these precedents are contained in the Collective Agreement.

While agreeing with comments from Miss Cunningham and Dr. Johnston about the injustice, Mrs. Lowe pointed out that the document before trustees treats the union and non-union groups the same.

While remarking that trustees have the right to change this report, Mr. Mulholland cautioned that any change could have horrendous ramifications. Noting the document treats both groups equally, he suggested that there be no further discussion if no changes were anticipated.

Moved by Mr. Darby:

That the Report re Downsizing Procedures - Administrative Office Staff in Central Departments be received for information.

On a point of information, Mr. Sinclair confirmed for Mrs. Hill that if trustees receive this report for information, there will be no negotiations on this process with employee groups.

The motion was put to a vote and CARRIED.

When Mrs. Mason attempted to place her previous motion on the floor for an analysis of the financial implications of including the teachers under the E.R.I.P. and Mr. Mulholland advised she would require a two-thirds majority to rescind previous action taken this evening, she withdrew her motion.

The meeting then adjourned.

Read and confirmed,

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Chairman

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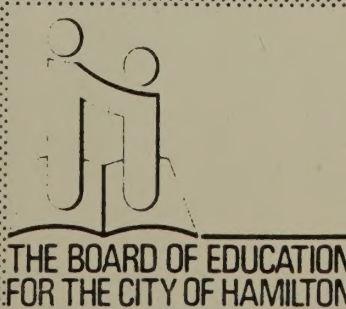
MAY, 1992

PERSONNEL AND ORGANIZATION COMMITTEE

URBAN MUNICIPAL

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PERSONNEL & ORGANIZATION COMMITTEE

1992 05 14

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W. H. DAVIDSON, M.D., and J. H. HARRIS, M.D.

MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1992 05 14

Present: Trustees R. Mulholland (Chairman); Bishop, Paquin, Stewart, Wilson and Cunningham.

Not Present: Trustee Hicks.

Also Present: Trustees Allen, Darby, Desmarais, Hill, Lowe, Johnston, Korz, Mason, Orban, Patenaude, Rodgerson and Rogers.

Officials Present:

- K. Rielly (Director of Education and Secretary)
- A. Stockwell (Associate Director of Education)
- P. Shewfelt (Superintendent of Finance and Treasurer)
- B. Sinclair (Superintendent of Human Resources)
- E. Bond (Superintendent of Program)
- R. Orlando (Superintendent of Plant)
- M. Quinn (Superintendent of Schools, Area One)
- N. Nicholls (Superintendent of Schools, Area Two)
- R. Binns (Superintendent of Schools, Area Three)
- P. Gillie (Superintendent of Schools, Area Four)
- G. Rutledge (Controller)
- S. Rogers (Assistant to the Secretary).

The Chairman called the meeting to order and asked for confirmation of the minutes.

Moved by Canon Rogers: That the minutes of the regular meeting of 1992 04 09 be adopted as presented. CARRIED.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Educational Assistant, S.A.L.E.P. Moved by Ms. Orban:

That the Educational Assistant, Supervised Alternative Learning for Excused Pupils (S.A.L.E.P.), position be continued for the 1992-93 school year. CARRIED.

Job Coach - Transitional Work Experience Program (T.W.E.P.)

Moved by Canon Rogers:

That the position of Job Coach, Transitional Work Experience Program (T.W.E.P.), be continued for the 1992-93 school year. CARRIED.

Report re Central Department Downsizing Plans

Moved by Canon Rogers:

That the Report on the implementation of the Management Plan to downsize the staff complement in Central Departments, as presented, be received for information.

It was explained that positions "to be determined" are listed in order to reach the mandate for downsizing. It is anticipated that throughout the summer, possibly as a result of the Early Retirement Incentive Plan, these positions will be identified and reported to the members in September.

At Mrs. Bishop's request, the Director and Superintendents relayed the impact of the reductions on, and the future of, each of the Departments.

It was confirmed that the vacant positions listed for downsizing are the Accounting Supervisor, Finance Department; the Administrative Assistant, Director's office; and a programmer position in Information Management Services.

Mr. Sinclair replied to Mrs. Bishop' questions about plans for aesthetic improvements in the physical layout in H.R.D. that such would be considered when determining the accommodation needs, hopefully over the summer.

Mr. Rielly added that he plans to bring a report to the trustees regarding the re-organization of the Information Management Services Department.

When members emphasized the importance of Kit Services as a cost effective way of ensuring the continuing use of textbooks and equipment throughout the system, Miss Bond gave assurance that this area will be examined for proper service during the re-deployment of staff.

Mr. Sinclair concurred with Mrs. Hill's request to inform staff who will be adversely affected by a "position to be determined" as soon as possible. However, he added that much of this is expected to be managed through attrition.

The motion was put to a vote and was CARRIED.

Central Department
Downsizing -
Report re Employee
Transfers and
Displacements

This report was considered at an in-camera session and the following motion was adopted:

Moved by Mr. Stewart:

That the Report on the implementation of the Management Plan to downsize the staff complement in Central Departments, as presented, be received for information. CARRIED.

Assigning of
Responsibility for
Race Relations to
Affirmative Action/
Employment Equity

Moved by Dr. Johnston:

That the following motion be lifted from the table:

That the position of Affirmative Action/Employment Equity be posted and that the responsibilities for Race Relations and Ethnocultural Equity be assigned to this officer.

Mr. Korz pointed out that a two-thirds majority is required to consider Dr. Johnston's motion since the Board passed a resolution during budget deliberations to delete the position of Race Relations Co-ordinator.

Mr. Darby clarified that, as the mover of the original motion to designate the responsibility of Race Relations to another member of staff, it was his understanding that Senior Management would determine the assignment. As such, he suggested that the motion on the floor is redundant.

Mr. Rielly noted that the position of Affirmative Action/Employment Equity Co-ordinator is within the approved staff complement and the Officials are asking that it be filled and assigned the Race Relations responsibilities.

Mr. Korz suggested that the Director's interpretation of the proceedings to date are not correct and maintained that a two-thirds vote is required to continue.

When the Chairman ruled the motion in order, Mr. Korz challenged the Chair's ruling.

The Challenge was put to a vote and was Lost.

Moved by Dr. Johnston:

That the position of Affirmative Action/Employment Equity Co-ordinator incorporating responsibilities for the race relations program be posted.

Mr. Sinclair confirmed that the Affirmative Action/Employment Equity Co-ordinator was approved as a permanent position in October, 1991.

At Mr. Allen's request, Mr. Sinclair confirmed that the communication is an important link with the community and is a major assignment of the Co-ordinator. Schools and Areas offices will also be encouraged to develop plans to convey the implementation of the Policy through a "partnership" with the community.

Discussion then took place on the impact of an "open competition" posting relative to the salary level for the teaching staff, should one of its members be the successful candidate, vs. the salary level of a non-teacher appointee.

Mr. Sinclair responded that the Board must determine whether this will be an open competition for all staff regardless of paper qualifications. If such is the case and a teacher is the successful applicant, the salary will be according to the appropriate Collective Agreement. If the successful applicant is not a teacher, the present salary level for the position of Affirmative Action/Employment Equity Co-ordinator would apply.

Trustees who were opposed expressed concern that such a scenario could represent a \$14,000 difference in salary. The members debated the question of whether a teaching certificate was a requirement for the position.

Noting that the Separate School Board is also working on a Race Relations Policy, Miss Cunningham questioned why this policy and the expenses incurred by the Hamilton Board could not be shared with the Tri-Boards in the area. She added her reluctance to support posting the position when re-organization is being considered.

The necessity of mandating in-servicing all staff was both supported and opposed during the debate.

It was pointed out that the Ministry's \$22,000 grant to implement the Race Relations policy was given to this Board because Hamilton is one of the highest reception areas for immigrants as well as in recognition of the good work this Board is already doing.

Some trustees expressed concern that the Race Relations aspect could overpower the Affirmative Action/Employment Equity

responsibilities, thereby undermining the authority of the Board which has chosen not to have a full-time Race Relations Consultant. It was suggested that the percentage of time be allotted to defined responsibilities.

Mr. Sinclair recommended a flexible time allotment for the Race Relations aspect to this position, suggesting that the commitment may be heavier in the initial stages of the implementation of the Policy.

Moved in amendment by Mr. Korz:

That this position be posted at a level which does not require a teaching certificate and that the salary be paid accordingly.

Trustees who spoke in opposition to the amendment pointed to the necessity of a teaching certificate as it relates to the Race Relations component in order to understand the role of the teacher, the ramifications of the Policy and to provide leadership for the schools to serve as role models for the students and the community. The amendment was also viewed as discriminatory towards teachers and hindering the selection of the best person for the position.

The Officials indicated that, while a teaching certificate is not required for this position, it would be an asset. It was emphasized that the main concern is that the right person with the right set of skills be chosen for the assignment.

Mr. Sinclair confirmed that the Affirmative Action/Employment Equity Co-ordinator position is not a part of any Collective Agreement. The Pay Equity Plan evaluation placed the position in Grade 13. However, he noted that within the year a review under the "maintenance" program of the Pay Equity plan, especially in light of these added responsibilities, would be conducted.

Mr. Korz agreed to remove the amendment as his intent was to establish the pay level for the position rather than change the requirements.

Mr. Mulholland called for agreement from the members to removing the amendment and it was supported.

Moved in amendment by Mr. Korz:

That Administrative Pay Grade 13 be added to the motion.

Mr. Sinclair confirmed that, with this amendment, anyone is free to apply. The position would not, however, be offered under a teacher's contract. In response to a question, he stated that since neither a teaching certificate is required nor is it being offered under a teaching contract, a grievance could not be laid against the Board should a teacher be appointed to the position.

The amendment was put to a vote and was Carried.

Mr. Mulholland read the motion, as amended, as follows:

That the position of Affirmative Action/Employment Equity Co-ordinator, incorporating responsibilities for the Race Relations program, be posted at Administrative Pay Grade 13.

Dr. Johnston requested a recorded vote.

The motion, as amended, was put to a vote and was **CARRIED**. Those in favour: Trustees Bishop, Wilson, Mason, Johnston, Allen, Stewart, Rogers, Darby, Lowe, Orban, Paquin, Patenaude, Desmarais, Hill and Cunningham; those opposed: Trustees Rodgeron and Korz.

**Report re Role
Description for
the Position of
Superintendent of
Schools**

Miss Cunningham expressed her appreciation for the report. She offered her observation that, since decentralization, the role of the Superintendent of Schools has changed through the addition of more administrative duties. She expressed concern that the increased workload for these Superintendents has inhibited their presence in the schools, i.e. attendance at meetings, participation on the Action Teams, etc. She proposed that some issues that are being dealt with by the Superintendents of School should go back to the appropriate Departments, i.e. program issues to the Program Department and situations in schools to the Plant Department as appropriate.

Moved by Miss Cunningham:

That the Report regarding Role Description for the Position of Superintendent of Schools be received for information.

Mr. Stockwell clarified for Mrs. Bishop that the role of the Superintendents of Schools was based on the essence of the Consultants' Report in 1989; as such, the language in the final role descriptions is not exactly comparable to that in the Consultants' Report.

Mr. Stockwell responded to Mrs. Bishop's question that there is a system-wide evaluation procedure for principals and vice-principals being worked on by himself and the Superintendents of Schools.

Mr. Stockwell confirmed that there is an annual appraisal within each school by the Principal and the Superintendent of Schools. He confirmed that dealing with poor performance is part of the review process.

In response to Mrs. Bishop's further question, Mr. Stockwell reported that hiring was originally supervised by the Superintendents of Schools. However, this has gradually become decentralized through teams of administrators from the schools, who are in-serviced by Barbara Howard, Staffing Co-ordinator. The results are reported back to the Superintendents of Schools and the Associate Director, however, for determination in hiring.

Mrs. Bishop expressed concern that system needs, expectations, goals and objectives are not always clearly identified and suggested that this is leading to some concerns.

Mr. Stockwell confirmed that administration's interpretation of "maintaining" contracts is more a matter of "enforcing" compliance with the terms of the Collective Agreements.

Mr. Stockwell explained the reference to "standardized tests" is not related to regulated system-wide examinations. Rather, the process for tests such as the Gates McGinitie which have been

conducted for years at various levels is co-ordinated through Superintendents of Schools to ensure participation by all schools.

Mr. Stockwell elaborated on the reference to "rank order budget priorities" as the Superintendents of Schools working with the principals to establish priorities within an allocated budget.

The motion was put to a vote and was CARRIED.

NEW BUSINESS

Recommendations of the Director of Education

Moved by Mr. Korz:

That the recommendations of the Director of Education be approved as presented. CARRIED.

(a) Staffing Report

Mr. Sinclair replied to Mr. Korz' question that the increase in elementary staff between September and April, despite 175 fewer students, represents staffing additions to the English as a Second Language classes.

Mr. Korz questioned whether it was possible to hire additional secondary school teachers as required later in the school year in light of the traditional decrease in enrolment.

Mr. Sinclair concurred that this is one of the measures being investigated for this coming year.

Ms. Orban suggested that the focus should be on encouraging students to remain in the system rather than lowering teacher staffing.

Mrs. Bishop requested that, starting September, this report include Special Education enrolment - i.e. the number of identified students in both Special Education and regular classes and the number of staff, both LRTS and Special Education teachers.

It was agreed that:

That the Staffing Report - Full Time Equivalent Positions be received for information.

(b) Report on Supply Teachers

Mr. Sinclair reviewed the report and drew attention to the new column indicating "Personal Leaves" as permitted under the contract.

Mr. Korz requested a report showing the overall average for the same period of time as this report represents but going back a couple of years for comparison purposes.

Mr. Sinclair agreed to attempt to do this, for either the June or September meeting.

Moved by Mr. Stewart:

That the Report on Supply Teachers be received for information. CARRIED.

ELEMENTARY/SECONDARYNEW BUSINESS:Recommendations of
the Director of
Education

Moved by Dr. Johnston:

That the recommendations of the Director of Education be approved as presented.

Mr. Stockwell replied to a question that vacant positions for Department Heads are posted. One of the requirements for these positions, according to Regulation 262, is a Specialist's Certificate in the position. Failing this, an indication that the work towards the Certificate is being undertaken or permission from the Ministry of Education is sought. He confirmed that timelines around when a Specialist's Certificate will be secured is obtained.

The motion was put to a vote and was CARRIED.

Administrative
Transfers (requested
by Trustee Bishop)

Mrs. Bishop, acknowledging the right of the officials to manage administrative transfers of teaching staff, requested a response from the officials to the following questions pertaining to concerns that have been expressed about the process:

.how is a member of staff informed of an administrative transfer?

.is such part of an ongoing formal and informal evaluation?

.is the real reason for an administrative transfer always given to staff members?

.what is the process for a staff member to appeal an "unfair" transfer?

.when is a staff member informed of a transfer?

.how can the process be safe guarded against transfers that are for reasons other than "professional"?

.how is the "pilot project" relative to postings of available positions in the elementary panel impacting on the administrative transfers process?

Mrs. Bishop, indicating she would appreciate a report back from officials on these issues so that the trustees are aware of the process, added that any changes envisioned in the procedures would also be helpful.

Mr. Sinclair briefly responded to some of Mrs. Bishops' concerns and agreed to bring back a report to address the specific questions.

Report re Selection
of Elementary and
Secondary Principals

In response to Mrs. Bishop's question, Mr. Stockwell explained that staff is invited each year to make application for elementary and secondary school principal positions. He noted that, for the past two years, the Assessment Centre has been used only in the selection process for vice-principals. It was deemed an unnecessary duplication to go through that process for Principals.

Mr. Stockwell noted the intent to implement a new process at the beginning of a school year and confirmed that the trustees will receive a report on the streamlined process when the report from the Committee which undertook the assignment is complete.

Mrs. Bishop expressed concern about the selection process for the secondary school principals and questioned the major emphasis being on the interview in the decision-making process.

Mr. Stockwell, acknowledging Mrs. Bishop's concerns, suggested that this direction evolved on an interim basis with the elimination of the Assessment Centre.

As requested, Mr. Stockwell reported the following: there were 7 male and 6 female applicants for elementary principals; of the 11 interviewed, 5 were male and 6 were female. There were 7 male and 2 female applicants for secondary principals; of the 6 interviewed, 2 were female and 4 were male.

Mr. Stockwell responded that the selection of only one male applicant is not indicative of a trend. He added that female teachers have been encouraged to obtain qualifications for these positions with the result that many have strived to that end.

Mr. Stockwell further assured the members that the desire to have the very best people for the positions is the only goal in the selection process.

Trustees who spoke in opposition to the report questioned whether the goal was to "look good", and pointed to the potential reverse discrimination of the Ministry's direction to obtain a certain percentage of female staff in positions of responsibility. It was noted that there were no successful male candidates in the secondary panel.

Mr. Korz requested a recorded vote.

Several trustees objected to the assumption that the results represent discrimination against men and voiced confidence in the officials to make the best recommendations.

One trustee who could not support the report emphasized that the concern was not with the female/male ratio but with the interview criteria.

Regret was expressed that the debate was casting aspersions on all the candidates and may inhibit good candidates from coming forward in the future.

Mr. Stockwell responded to a question that, to the best of his recollection, none of the secondary school candidates had vocational school experience and he acknowledged that this was a concern.

Moved by Mrs. Bishop:

That the selection of elementary and secondary principal candidates be received for information.

Miss Cunningham suggested that the skill of the applicants to handle site based management should become an important part of the interview process in the future.

The motion was put to a recorded vote and was LOST. Those in favour: Trustees Bishop, Wilson, Johnston, Allen, Lowe and Orban; those opposed: Trustees Stewart, Darby, Rodgerson, Mulholland, Hill, Korz and Cunningham.

Report of the Special
Education Advisory
Committee

Moved by Mrs. Bishop:

That the following Report of the Special Education Advisory Committee be approved:

(a) That, bearing in mind the increasing number of exceptional students who will be integrated into regular classes, the Special Education Advisory Committee (SEAC) express its support for the value of Educational Assistants and voice its concern that the Board is reducing the number of Educational Assistants to support these exceptional students.

(b) That the verbal Report regarding Educational Assistants - Role/Training/Assignments be received for information.

Mrs. Bishop spoke on behalf of S.E.A.C.'s concern that, even though Educational Assistants were not cut from the special education classes, the need for support within the classroom will likely increase.

The motion was put to a vote and was CARRIED.

The meeting then adjourned.

READ AND CONFIRMED.

.....
Chairman.

rm

THE UNIVERSITY OF CHICAGO
DEPARTMENT OF THE HISTORY OF ARTS
1100 EAST 58TH STREET, CHICAGO, ILL. 60637

Dear Sir,
I have the pleasure to inform you that your application for admission to the Department of the History of Arts has been received and is being considered. We are pleased to hear of your interest in the field and hope to hear from you again soon.

Yours faithfully,
The Department of the History of Arts

Enclosed for you are the following documents:
1. A copy of the Department's prospectus.
2. A copy of the application form.
3. A copy of the fee schedule.

Very truly yours,
The Department of the History of Arts

Enclosed for you are the following documents:
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Very truly yours,
The Department of the History of Arts

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**MINUTES OF THE
SPECIAL MEETING OF THE PERSONNEL & ORGANIZATION COMMITTEE
1992 05 21**

Present: Trustees R. Mulholland (Chairman), Bishop, Paquin, Stewart and Cunningham.

Not

Present: Trustees Hicks and Wilson.

Also

Present: Trustees Allen, Darby, Desmarais, Hill, Johnston, Korz, Mason, Orban and Rogers.

Officials

Present: K. Rielly, Director of Education and Secretary
A. Stockwell, Associate Director of Education
P. Shewfelt, Superintendent of Finance and Treasurer
R. Lavoie, Superintendent of Schools - French as a First Language
S. Rogers, Assistant to the Secretary

Mr. Mulholland called the meeting to order and noted regrets were received from Trustee Wilson.

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Canon Rogers:

That the recommendations of the Director of Education be approved as presented.

Mrs. Hill inquired when will the officials be able to determine how many of these teachers will be re-hired.

Mr. Stockwell advised that the officials are in the process of doing this now and the recommendations will be brought for consideration to the June meeting of the Personnel and Organization Committee and the regular Board. He added that a special meeting of this Committee may be required prior to the Board meeting.

The motion was voted on and was **CARRIED**.

Moved by Mrs. Hill:

That the Personnel and Organization Committee meet in-camera. **CARRIED**

The meeting then adjourned.

Read and confirmed,

URBAN MUNICIPAL
JUN 15 1992
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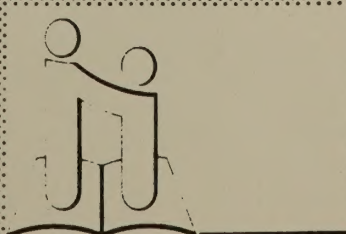
PERSONNEL AND ORGANIZATION COMMITTEE

URBAN MUNICIPAL

JUN 30 1992

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For Agenda see CA4 ON HBL W26
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THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

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PERSONNEL & ORGANIZATION COMMITTEE

1992 06 11

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1992 06 11

Present: Trustees R. Mulholland (Chairman), Bishop, Hicks, Paquin, Stewart and Cunningham.

Not

Present: Trustee Wilson.

Also

Present: Trustees Hill, Johnston, Korz, Orban and Rodgerson.

Officials

Present: K. Rielly (Director of Education and Secretary)
A. Stockwell (Associate Director of Education)
P. Shewfelt (Superintendent of Finance and Treasurer)
B. Sinclair (Superintendent of Human Resources)
E. Bond (Superintendent of Program)
R. Binns (Superintendent of Schools - Area Three)
S. Rogers (Assistant to the Secretary)

Mr. Mulholland called the meeting to order and asked for confirmation of the minutes.

Moved by Mr. Stewart:

That the minutes of the regular meeting of 1992 05 14 and special meetings of 1992 04 23 and 1992 05 21 be approved as presented. CARRIED

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Request to post for
the position of
Assistant
Superintendent,
Program Department
-- on an Interim
Basis

Miss Bond reviewed the Report. Although she acknowledged the exemplary performance of the two Co-ordinators currently sharing the tasks related to Program Department, Miss Bond advised that, based on a review of the needs in this area and the numerous recommendations for implementation arising out of the Action Team Reports, an Assistant at the Supervisory Officer level is required in order to be effective and efficient in program delivery.

Moved by Dr. Johnston:

That the Report re Interim Appointment of Assistant Superintendent of Program be received for information and the following recommendations approved:

(a) That the vacancy in the position of Assistant Superintendent of Program be posted internally.

(b) That the successful candidate be offered a one-year term appointment commencing 1992 09 01.

Dr. Johnston stated that this direction affirms what was previously understood and approved by Board, i.e. Mr. D. Skidmore, former Superintendent of Program, agreed to work temporarily with two Co-ordinators until he had a grasp of the situation and needs in the department. Dr. Johnston felt that Miss Bond has now determined the requirements of the Program Department and is carrying through with the appropriate direction for the benefit of the department and the whole system.

Mrs. Bishop agreed with Dr. Johnston's views. Noting the large number of staff in the Program Department and the many programs

developed and now undergoing review, Mrs. Bishop felt the evaluation and implementation of these programs is yet to be addressed. Given this situation, Mrs. Bishop felt there is a need to continue with a review of the Program Department and signified her intention to make a motion in this regard.

Ms. Orban wondered if the proposal is premature at this time in light of the fact the trustees have requested a report on Site-based Management in September and will be looking at the hierarchy of the Board and the way service to students is to be delivered.

Mr. Mulholland clarified for Ms. Orban that the continued secondment of the Assistant Superintendent of Program (Curriculum) to the Ministry of Education "ties in" with the recommendation.

Miss Cunningham also supported the recommendation; however, she empathized with the concerns raised by Mrs. Bishop and Ms. Orban. She anticipates that a clearer perspective in dealing with the situation will surface when a model is developed in terms of how the Superintendent utilizes staff.

Mr. Sinclair clarified for Mr. Hicks that the officials decided it would be preferable to post the position internally rather than advertising across the Province given the interim nature of the assignment. He added that an interim assignment was deemed to be the best strategy in filling the position as there are qualified candidates within the Board.

In reply to a further question from Mr. Hicks, Mr. Sinclair stated that an internal appointment without posting would involve a lateral transfer. Unless the intent is to provide a permanent opportunity for advancement or promotion to qualified candidates, then internal posting was considered the best direction to pursue given the interim nature of the vacancy.

Mr. Sinclair explained the essential provisions relating to an interim appointment to this position: (a) clearly being offered for one year on the understanding that the regular incumbent is returning to the position and (b) if the position becomes open on a permanent basis, Human Resources will be obliged to re-post the position in fairness to other candidates who may have applied had the position been offered on long-term basis.

The motion was voted on and was CARRIED.

Moved by Mrs. Bishop:

That a report on the structure and functioning of the Program Department, to include the role of Area Supervisors in relation to the Program Department, be brought to the Board by December, 1992. CARRIED

Mrs. Bishop explained she anticipates a full report dealing with the effective and efficient utilization of present staff in terms of the mandate, i.e. producing and implementing curriculum and the evaluation of the various programs. In terms of the evaluation process, she suggested the Report include strengths and weaknesses, along with the appropriate recommendations, rationale and costings.

Report regarding
Alternative Work
Arrangements
(Administrative
Support Staff)

Mr. Sinclair reviewed the Report. He felt the limited response from staff was due to the timing of the offer, i.e. the period of uncertainty when people were concerned with "hanging on" to their jobs. Mr. Sinclair noted the following changes in the requests received: There are now 10 approved requests representing a 1992 payroll savings of \$17,573.00, 1 pending request and 1 request not approved (requested leave cannot be accommodated as the employee is needed at this time of the year).

Moved by Mr. Hicks:

That the Report on Alternative Work Arrangements for Office and Non-Academic Administrative Support Staff be received for information.

Mr. Sinclair detailed the approval process relating to the alternative work arrangement, noting this involved the employee's preliminary discussion with Ms. S. Mawson, Employment Counsellor, with regard to the feasible arrangement and implications for pension and benefits. He added that the request required the approval of the employee's Supervisor, Department/Area Superintendent and Superintendent of Human Resources Department.

The motion was put to a vote and was CARRIED.

Report regarding
the Position of
Administrator - Adult
and Continuing
Education

At an in-camera session of this Committee, the following motion was considered and approved:

Moved by Ms. Orban:

That the following recommendations relative to System and Area Redeployment, Program Department, be approved:

(a) That the position of Administrator of Adult Learning Centres be eliminated with the closure of the Southview Adult Learning Centre.

(b) That James Hobbs be re-assigned administrative duties related to Adult and Continuing Education, including a part-time teaching assignment at Briarwood Adult Learning Centre, for the school year 1992-93.

CARRIED

NEW BUSINESS:

Recommendations of
the Director of
Education

Moved by Mr. Stewart:

That the recommendations of the Director of Education be approved as presented. CARRIED

(a) Staffing
Report

Mr. Sinclair presented the Report.

In response to Mrs. Hill's question, Mr. Sinclair explained that the increased staffing in the Educational Assistant Program relates to the four appointments approved at the April meeting. He said these involve 4 elementary schools requiring assistance for children with special needs.

When Mrs. Bishop asked about the progress of the Retention Committee, Mr. Stockwell advised that this committee is working in

conjunction with program changes with the objective of retaining more students in the system. He said a report may be forthcoming during the latter part of the Fall.

Moved by Ms. Orban:

That the Staffing Report - Full Time Equivalent Positions be received for information. **CARRIED**

(b) Report on
Supply Teachers

Moved by Mr. Korz:

That the Report on Supply Teachers be received for information.

Noting this Report is very useful to the trustees, Mr. Stewart wondered if it is possible to provide similar information with absenteeism being broken down for specific reasons for the Cleaning and Caretaking/Maintenance Staff. He was particularly interested in the use of substitute staff in terms of costs for employee absenteeism.

Mr. Sinclair affirmed that such information can be provided; however, he requested that the officials be given time to look at the best way of presenting the information. He advised that the Human Resources Department is presently undergoing a significant transition with the move from manual to computerized information processing.

Responding to Mr. Stewart's request, Mr. Sinclair agreed to provide the information, including some statistical data for the Summer months, at the September meeting of this Committee.

Miss Cunningham felt it would be helpful if the Design Team, who is working on the Integrated Information System, is provided with this information for incorporating immediately into the new system.

Mr. Sinclair replied to Mr. Korz that his request made at the May meeting for information relating to past trends in utilizing supply teachers will be included in the chart in the September Report.

Mrs. Bishop noted that the number of occasional teachers used seems to be greater in the Secondary panel than in the Elementary and found this to be an unusual trend.

Mr. Stockwell acknowledged Mrs. Bishop's observation and agreed to investigate the situation and report back on the findings. Mrs. Bishop suggested it need not be a big report.

The motion was put to a vote and was **CARRIED**.

Report of the
Salary Committee

Mr. Sinclair reviewed the Report.

When Dr. Johnston remarked that the Salary Committee reports to the Board, Mr. Mulholland clarified that, through a special motion approved by the Board, Pay Equity issues are considered by this Committee.

Moved by Mr. Stewart:

That the following Report of the Salary Committee be approved:

(a) That the Board approve the Pay Equity Plan reached between O.S.S.T.F., District 8, representing Secondary Occasional Teachers, and the Board of Education for the City of Hamilton, dated 1992 04 09.

(b) That the Board approve the Pay Equity Plan reached between O.S.S.T.F., District 8, representing Secondary Teachers, and the Board of Education for the City of Hamilton, dated 1992 04 09.

CARRIED

ELEMENTARY/SECONDARY

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Miss Cunningham:

That the recommendations of the Director of Education be approved as presented.

In response to Mr. Hicks' question regarding the Secondment in Clause 8, Page 16C, Mr. Stockwell clarified that the Art Gallery of Ontario has indicated in its letter of request that the extension of this secondment will be in accordance with the same conditions approved for the original secondment last year, i.e. for one semester, at no cost to the Board.

When Mrs. Hill asked why some of the occasional teachers in Clause 9 have appointment dates starting in March and April, Mr. Sinclair explained that these dates are retroactive because the appointment period is correlated with the number of days the teacher is required. He noted these teachers, who are paid based on the salary grid, start on the occasional staff on short-term assignments and when they reach a certain number of teaching days they are considered as long-term occasional assignments. He emphasized these occasional staff appointments do not extend beyond the school year.

Responding to Miss Cunningham's query, Mr. Stockwell advised that the teachers listed in Clause 2, Page 16B have completed their two-year probationary contract and are being recommended for permanent status. He said the officials will be bringing recommendations regarding teachers who have completed their first-year probationary contract to the 1992 06 30 special meeting of this Committee.

The motion was voted on and was CARRIED.

Requests for "Four over Five" Plan

Moved by Miss Cunningham:

That the following requests for "Four over Five" Plan be approved:

(a) That approval be granted for the request of the following teacher for a Leave of Absence under the Salary Holdback Plan ("Four Over Five Plan") of the Elementary School Collective Agreement, effective as shown:

Michelle Friesen, 1996 09 01 to 1997 06 30 (1996-97 School Year)

(b) That the effective dates of the Leaves of Absence under the Salary Holdback Plan ("Four Over Five") of the Secondary School Collective Agreement, granted to the following teachers at a previous meeting, be changed as shown:

Linda Woolfrey-Cooper, 1993 02 01 to 1994 01 31 (1992-93 School Year)

Martin Cooper, 1993 02 01 to 1994 01 31 (1992-93 School Year)

Zaitoon Adatia, 1993 09 01 to 1994 01 31 (First Semester)

At this point, Mr. Stewart introduced the following agenda item:

Moved by Mr. Stewart:

That in regards to the hiring practices for Elementary/Secondary School Principals, that in the future when a need exists to place a person in this position, that a short list of candidates be submitted to the Personnel and Organization Committee by Senior officials to be interviewed for said position by the Personnel and Organization Committee following the existing guidelines and practices currently in place.

Mr. Hicks recalled this issue was addressed two years ago and there was agreement then that the existing procedures not cover Principals and Vice-Principals.

A two-thirds majority vote was taken to consider the added agenda item and it was Carried.

When concerns were raised as to the jurisdiction (General or Elementary/Secondary) of this item, Mr. Mulholland clarified that it should be considered under Elementary/Secondary as the Personnel and Organization Committee does not interview for this position for G. P. Vanier Secondary School.

Mr. Stewart emphasized that the intent of his motion is to add to the list of positions for which the Personnel and Organization Committee interviews. He felt the role of Principals and what the Board's expectations are from them is changing. Mr. Stewart concluded that approval of this motion will eliminate the problems recently encountered with the current process.

When Mrs. Hill asked if this motion would eliminate the candidates' pool, Mr. Stewart remarked that he found the pool set-up ineffective and stressed his preference to eliminate the pool and have the hiring process done through this Committee for the system, not for a particular school.

Although expressing reservations with the existing process, Mrs. Hill was uncertain as to the appropriateness of this direction or whether the Human Resources Department should be a "key player" in the process. She wondered if this is the right time and place for such a decision and whether there was a need to have people in the secondary pool at this point.

Mr. Rielly clarified that all Principalship positions are currently filled.

In explaining the present hiring process for school principals to Ms. Orban, Mr. Mulholland noted that the approval of the motion

Hiring Practices
for Elementary/
Secondary
Principals

will mean "one step further" for the trustees as they will be involved in the interview process.

Mr. Rielly affirmed for Ms. Orban that the detailed selection process done prior to the interview of the short listed candidates would not be lost with the proposed change in procedure.

Mr. Korz felt some of the trustees share the concern that it would be difficult to make a decision tonight.

Moved by Mr. Korz:

That the matter of hiring practices for Elementary/Secondary School Principals be tabled and that a report be brought back from the officials to the September meeting, including alternatives regarding the selection process and the terms of appointment.

Mr. Rielly noted that a Committee is presently reviewing this process and he was doubtful that a report could be ready for September.

Mr. Korz agreed to remove the timeline in his motion on the understanding a report would come in the early Fall.

The motion was voted on and was CARRIED.

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

rt

MINUTES OF THESPECIAL MEETING OF THE PERSONNEL & ORGANIZATION COMMITTEE1992 06 30

Present: Trustees R. Mulholland (Chairman); Bishop, Stewart, Wilson and Cunningham.

Not

Present: Trustees Hicks and Paquin.

Also

Present: Trustees Allen, Darby, Desmarais, Hill, Johnston, Lowe, Mason, Orban and Rodgerson.

Officials

Present: K. Rielly (Director of Education and Secretary)
A. Stockwell (Associate Director of Education)
P. Shewfelt (Superintendent of Finance and Treasurer)
B. Sinclair (Superintendent of Human Resources)
E. Bond (Superintendent of Program)
R. Orlando (Superintendent of Plant)
M. Quinn (Superintendent of Schools - Area One)
N. Nicholls (Superintendent of Schools - Area Two)
P. Gillie (Superintendent of Schools - Area Four)
S. Rogers (Assistant to the Secretary)

Mr. Mulholland called the meeting to order and noted regrets were received from Trustees Hicks, Patenaude and Rogers.

G E N E R A LBUSINESS ARISING OUT OF THE MINUTES:

Report from the Officials regarding the Early Retirement Incentive Plan (ERIP)

Mr. Sinclair reviewed the report, noting that the number of employees availing themselves of the incentive plan far exceeded the officials' expectations.

There was agreement among the members to vote separately on the recommendations in the Report.

Moved by Miss Cunningham:

That incentive payments, payable over the next 3 years, in the amount of approximately \$1.23 million under the Early Retirement Incentive Plan be approved.

CARRIED

Moved by Dr. Johnston:

That this Report which provides the names of employees obtaining benefits under the Board's Early Retirement Incentive Plan be received for information.

CARRIED

Moved by Ms. Wilson:

That approval be given to fill vacancies occurring during July and August, 1992 in positions of School Caretaker, Assistant Caretaker, Fireman and school secretaries -- a total of 10 positions.

CARRIED

In response to Miss Cunningham's concerns, Mr. Mulholland clarified that those employees displaced or laid off from their jobs as a result of the downsizing will have priority to apply for these positions.

The motion was voted on and was CARRIED.

Moved by Dr. Johnston:

That a report on replacement needs resulting from early retirements be presented to the Board in September. CARRIED

Update on the Central Department Downsizing Plan

Mr. Sinclair reviewed the Report, advising that additional information, particularly on employee transfers and displacements resulting from the downsizing, would be provided at an in-camera session of this Committee. Mr. Sinclair concluded that due to the vacancies arising from early retirements and replacement needs, the officials are optimistic of being able to provide jobs to the remaining displaced permanent employees.

Moved by Mr. Allen:

That the Update on the Central Department Downsizing Plan be received for information.

Mrs. Bishop recalled that a further report is still forthcoming from the officials regarding a decision on two positions in the Human Resources and Plant Departments which were marked for reduction relating to the Board's downsizing plan.

Mr. Sinclair affirmed that the information will be provided in September.

In reply to Mrs. Rodgeron's question, Mr. Sinclair stated that the final results of the Early Retirement Incentive Plan, particularly the replacement needs, will be known after a detailed analysis of the situation. Referring to the extended second day cleaning, he said this will involve about 40 cleaning positions. Mr. Sinclair added the officials will endeavour to bring a report regarding the developments from the Early Retirement Incentive Plan in September.

The motion was put to a vote and was CARRIED.

At an in-camera session of this Committee, the following motions were considered:

Moved by Dr. Johnston:

That the Update on the Central Department Downsizing Plan and the following information on the resulting employee transfers and displacements be received for information:

(a) Union Employees - O.S.S.T.F. Office, Clerical and Technical Unit Transfer and Displacement

(i) Tina Robinson - from Computer Programmer, Information Management Services (Grade 10) to Training Assistant, Computer Services (Grade 8).

(ii) Jean Braband - from A.V. Stage Technician, Finance (Grade 8) to Accounts Payable Clerk, Finance (Grade 6).

(iii) Jane Caprice - from Switchboard Operator (.5), Information Management Services (Grade 3) to Elementary Library Clerk (.5), Program (Grade 3).

(iv) Maria McDonagh - from Clerk Typist, Adjustment Services, Program (Grade 3) to Clerk Typist, Asbestos Response Team, Plant (Grade 3).

(v) Lisa Anderson - from Clerk, Computer Services, Information Management Services (Grade 2) to Kit Services, Westmount, Program (Grade 2).

CARRIED

Moved by Miss Cunningham:

That the following recommendations of the Director - Public Relations Department be deferred to January, 1993.

(a) That the position of Information Officer (Administrative Category 14) be posted and advertised as Public Relations Officer, Administrative Category 14.

(b) That the position of Information Assistant (Administrative Category 9) be replaced by the position of Assistant to the Public Relations Officer.

(c) That Norm Forster be re-assigned as Assistant to the Public Relations Officer, effective 1992 09 01, and his salary be red-circled.

LOST

Moved by Mr. Darby:

That the position of Information Officer (Administrative Category 14) be posted and advertised as Public Relations Manager, Administrative Category 14. LOST

Moved by Mr. Allen:

That the following recommendations regarding the Public Relations Department be approved:

(a) That the position of Information Officer (Administrative Category 14) be posted and advertised as Public Relations Officer, Administrative Category 14.

(b) That the position of Information Assistant (Administrative Category 9) be replaced by the position of Assistant to the Public Relations Officer.

(c) That Norm Forster be re-assigned as Assistant to the Public Relations Officer, effective 1992 09 01, and his salary be red-circled.

CARRIED

Moved by Mr. Stewart:

That the following Report of the Salary Committee be approved:

(a) That the Board modify the calculation of retroactive pay equity payments in the Pay Equity Plan for Elementary Teachers in order to comply with the direction of the Review Officer as stated in his letter of 1992 06 16. CARRIED

NEW BUSINESS:

Recommendations of the Director of Education

At this point, Mr. Mulholland drew the members' attention to the changes on Revised Pages 2 to 3 and noted that the resignation of Mr. Richard Kawai (Superintendent of Information Management Services), effective 1992 06 30, should be added to Clause 7(a).

In reviewing Clause 6 - Retirements, Mr. Sinclair clarified that the list includes all those employees confirmed as eligible for retirement under the Early Retirement Incentive Plan as well as those retiring under the Board's normal retirement program.

Moved by Ms. Orban:

That the recommendations of the Director of Education be approved as presented. CARRIED

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Report regarding Secondary School Clerical Staff Downsizing Plans

Mr. Sinclair reviewed the Report, noting the need to reduce eleven secretarial positions in the secondary schools as part of the downsizing plan. He clarified further that, after taking into account the vacancies in other areas, nine secondary school clerical staff will be without an assignment. However, Mr. Sinclair was hopeful that with the vacancies resulting from early retirements and replacement needs, the Board may be able to provide jobs to these displaced employees.

Moved by Mr. Stewart:

That the Report regarding Secondary School Clerical Staff Downsizing Plans be received for information. CARRIED

NEW BUSINESS:

Teachers' Staffing Report [There was agreement to have this Report as the first agenda item under New Business - Elementary/Secondary.]

Teacher Staffing - Elementary

Mrs. Howard reviewed the Teachers' Staffing Report for the Elementary panel, noting that the staffing process has been completed. She reported that teachers returning from Leaves of Absence and those who have requested timetable changes have been accommodated. Mrs. Howard emphasized the need to hire additional teachers to augment the staffing complement of 1,664.25 teachers in light of the anticipated enrolment increase of about 400 students.

Moved by Dr. Johnston:

That the Staffing Report - June 1992 be received for information and the following recommendation approved:

(a) That approval be given to hire 18 Elementary School teachers for the assignments outlined in the Report.

Dr. Johnston commended the staffing process undertaken not only for teachers but in other areas as well, e.g. cleaning and secondary school clerical staff.

Mrs. Bishop was pleased with the Report. Noting that the Board will have 24 teachers less come September, she wondered if this could be due to the reversal in Grades 1 and 2 class sizes.

Mrs. Howard clarified that staffing for the itinerant program as well as for the classroom was done in accordance with the requirements of the Collective Agreement.

Mr. Stewart observed that the vacant teaching positions called for special qualifications, e.g. Core French, etc.

Mr. Mulholland clarified for Mr. Stewart that a teacher can maintain this "specialty" for about a year.

Mrs. Hill and Mr. Stewart expressed concern with the Board hiring 18 new teachers in special areas while two probationary teachers could not be given assignments come September. Mrs. Hill asked how the mechanics of the posting process would work and whether the new teachers would displace the probationary teachers without an assignment because of special qualifications.

Mrs. Howard replied that the two probationary teachers, who both teach in the Primary/Junior grades, did not qualify for the Special Education part-time teaching position openings as these were intermediate levels.

When Mr. Stewart referred to the posting procedure, Mr. Allen recalled that this is a pilot project and there must be an evaluation of the whole process.

In response to Mrs. Rodgerson, Mrs. Howard affirmed that new staff will be hired for the 18 probationary teaching positions and explained that a priority file of teaching applications has been established. She noted that the priority file includes about 60% of the Board's occasional teachers and 40% represents applicants from outside sources, e.g. other school boards and faculties of education.

The motion was put to a vote and was CARRIED.

Teacher Staffing - Secondary

Mrs. Howard reviewed the Staffing Report relating to the Secondary School panel, noting that the staffing process in this area has also been completed. She reported that enrolment is projected to increase by 66 students in September.

Moved by Ms. Orban:

That the Staffing Report - June 1992 be received for information and the following recommendation approved:

That approval be given to hire 18 Secondary School teachers for the assignments outlined in the Report.

Miss Cunningham wondered what the enrolment would be come October. She recalled that during the Budget Review debate 12 teachers were added back in on the basis that the Board would not be hiring until there is assurance of the need to hire. Miss Cunningham felt there has to be an effort to reduce the teaching staff by 12 teachers given the usual trend of declining enrolment in the secondary schools after September. She felt it was inappropriate to approve this recommendation at this time and stated she would not support it.

Mrs. Hill referred to the Adult Education lines and inquired how many of these new teachers will be teaching Adult Education programs. She recalled that when provisions were made in the Budget for Adult Education teachers, there was agreement that the officials would develop definite steps regarding the Adult Education program, i.e. not hiring teachers until the need is there and that adult classes would emphasize skills re-training and secondary school diploma courses.

Mr. Stockwell affirmed Mrs. Hill's understanding of the direction for the Adult Education program. He clarified that adult classes (teachers) were reduced by 33 but 22 were added back in during the Budget Review discussions. He said these classes relate to credit courses for a diploma and job skills training. Mr. Stockwell commended the vigilant co-ordination between the Superintendents of Schools and the principals for the staffing, noting the integration of many adult students with the other students. He added that advertising for adult lines will be done at the school level given that these classes will be filled as in the past. Mr. Stockwell stated that a further recommendation will be brought back to the Board if a need arises for additional adult lines.

Mrs. Hill was concerned that if the Board advertises its adult education program and not enough staff is available, it could end up being "miles" over Budget.

Mr. Stockwell emphasized that little advertising is required for the program because classes are anticipated to be filled. He stated that advertising will be done at the school level,

e.g. through word of mouth or the people coming into the schools.

Ms. Gillie recalled that throughout the Budget process, the Board has established a clear set of priorities for Adult Education. With proper communication with the secondary schools, she assured that the principals have been instructed accordingly and they have been working diligently in structuring programs to meet the mandate set by the Board for this program.

When Mrs. Rodgerson expressed concerns about having the same number of teachers but fewer students, Mr. Stockwell confirmed that this has been a long-standing concern. He explained that in line with the requirements of the Collective Agreement, there is the obligation of staffing for the entire year based on enrolment for September 30.

Mr. Mulholland clarified for Mrs. Rodgerson that negotiating this out of the contract would be required to address this issue.

Miss Cunningham remarked that the Board's teacher staffing should be in line with the provisions of the Budget. She suggested the school officials work together with social agencies in identifying those students who are likely to drop out of school after enrolment. Noting that we have down-sized in all departments, Miss Cunningham stated every effort should be made to keep the number of secondary teachers in line with what we did with the rest of the Board and that is not happening.

Mrs. Bishop advised that the Board's Guidance Department has been looking into the issue and this is facilitated with the improving communication lines in this regard.

In reply to Mrs. Bishop's query, Mr. Sinclair affirmed the officials will be incorporating information relating to adult students and teachers in the adult lines in the Staffing Report presented to the Personnel and Organization Committee.

When the discussion focused again on the correlation between the Board's staffing process and the provisions of the Collective Agreement, Mrs. Bishop noted that the Collective Agreement for the Secondary panel provides less flexibility than the Elementary Collective Agreement.

Acknowledging Mrs. Bishop's observation, Ms. Orban wondered if classes could be combined when the number of students declines. Mr. Stockwell responded that adjustments within classes may be made if these fit with the students' timetables. Given that timetabling is done on an individual basis, he felt these adjustments may pose some problems.

Responding to Ms. Orban's question, Mrs. Nicholls clarified that it is the responsibility of the principal, in consultation with the Program Department, to review and revamp courses which no longer cater, over a period of time, to the job market.

Responding to Mr. Darby's query, Mrs. Howard said it is possible to utilize occasional teachers as replacements in staffing for the second semester.

Mrs. Howard, in reply to Dr. Johnston's question, stated that the majority of the re-hired probationary teachers will assume their previous teaching positions. She added that they have the opportunity to apply for the teaching positions requiring special qualifications, e.g. English, Technical, etc.

At this point, Mr. Stockwell clarified for Mr. Stewart that the grants from the Ministry of Education are allocated three times a year on the basis of enrolment for September 30 at 40%, January 31 at 30% and April 30 at 30%.

The motion was voted on and was CARRIED.

Recommendations of the Director of Education

Moved by Mr. Allen:

That the recommendations of the Director of Education be approved as presented.

CARRIED

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

rt

**MINUTES OF THE
SPECIAL MEETING OF THE PERSONNEL & ORGANIZATION COMMITTEE
1992 08 27**

Present: Trustees R. Mulholland (Chairman); Bishop, Hicks, Paquin, Wilson and Cunningham.

Not Present: Trustee Stewart.

Also Present: Trustees Allen, Darby, Desmarais, Johnston, Mason, Orban, Patenaude, Rodgerson and Rogers.

Officials Present:
K. Rielly (Director of Education and Secretary)
A. Stockwell (Associate Director of Education)
B. Sinclair (Superintendent of Human Resources)
E. Bond (Superintendent of Program)
S. Rogers (Assistant to the Secretary)

Mr. Mulholland called the meeting to order and noted regrets were received from Trustees Stewart and Korz.

GENERAL

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Mr. Hicks: That the recommendations of the Director of Education be approved as presented. Carried.

Report re Expansion of Educational Services at Lynwood Hall

Moved by Canon Rogers: That the report re Expansion of Educational Services at Lynwood Hall be received for information and the following recommendation approved:

(a) That one additional full-time equivalent teacher be added to the educational program at Lynwood Hall Children's Centre, at no cost to the Board, under Section 27 of the General Legislative Grants.

Miss Cunningham surfaced a concern relative to the shortage of computers for the students at Lynwood Hall and requested that this concern be addressed if the program receives approval for expansion.

Reminding Miss Cunningham that this Committee was not the proper forum to address such a concern, Mr. Mulholland was confident that her comments had been duly noted.

The motion was put to a vote and was Carried.

ELEMENTARY/SECONDARY

Recommendations of the Director of Education

Moved by Dr. Johnston: That the recommendations of the Director of Education be approved as presented.

Mr. Mulholland clarified for Ms. Orban that the termination of probationary teachers in June was not part of the overall downsizing plan of the Board but were according to the legal requirements.

Ms. Howard confirmed that all but one of the teachers who were terminated in May were hired back in June.

Mr. Mulholland would not allow a question on the reasons for Leaves of Absence to be answered.

The motion was put to a vote and was Carried.

Report from the Officials re Educational Assistants

Mr. Stockwell reported that the reduction of the thirteen educational assistants as required through the 1992 budget deliberations has been effected, with the exception of a .5 position which is to be determined in the near future.

Mr. Stockwell reported that the registration process indicates there are students being enrolled in our system who have severe personal problems making it impossible for them to function in a regular classroom setting without additional assistance. In September, the Officials will report on the need for approximately 25 full-time equivalent educational assistants in order to appropriately meet the needs of these special education students.

Mr. Stockwell noted that some of the students may not be able to attend school at the beginning of the year without this additional assistance. Since the trustees could receive calls from parents in this regard, it was felt the trustees must be made aware of the pending report in September to request the additional staff.

Miss Cunningham requested that the report detail the financial implications such an increase will have on the budget, as well as suggesting where the Board can recoup the money for the additional expenditure.

It was agreed:

That the verbal report from the Officials re Educational Assistants be received for information.

At an in-camera session, the following action was taken:

Moved by Mrs. Mason: That Jeannette De Bruyn (E) be removed from a teaching assignment and reallocated to a non-teaching position to carry out some functions in the Board apart from the classroom. Carried.

Moved by Dr. Johnston: That Russell Pickup (S) be suspended with pay pending further information from the officials being brought forward. Carried.

The meeting then adjourned.

READ AND CONFIRMED.

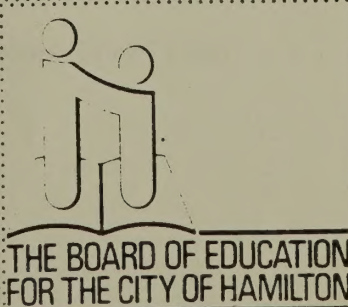
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Chairman.

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MINUTES

SEPTEMBER, 1992

PERSONNEL AND ORGANIZATION COMMITTEE



CONFIDENTIAL

SECRET

SECRET

MEMORANDUM

TO :

FROM :

SUBJECT :

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PERSONNEL & ORGANIZATION COMMITTEE

1992 09 10

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UNITED STATES DEPARTMENT OF AGRICULTURE
BUREAU OF PLANT INDUSTRY
WASHINGTON, D. C.

PLANT INDUSTRY

PLANT INDUSTRY

1. Report on the results of the investigation of the plant industry of the United States.

2. Report on the results of the investigation of the plant industry of the United States.

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PLANT INDUSTRY

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1992 09 10

Present: Trustees R. Mulholland (Chairman), Bishop, Hicks, Paquin, Stewart and Wilson.

Not Present: Trustee Cunningham.

Also Present: Trustees Darby, Desmarais, Hill, Johnston, Korz, Mason, Orban, Rodgeron and Rogers.

Officials

Present: K. Rielly (Director of Education and Secretary)
A. Stockwell (Associate Director of Education)
P. Shewfelt (Superintendent of Finance and Treasurer)
B. Sinclair (Superintendent of Human Resources)
E. Bond (Superintendent of Program)
B. Orlando (Superintendent of Plant)
M. Quinn (Superintendent of Schools - Area One)
N. Nicholls (Superintendent of Schools - Area Two)
R. Binns (Superintendent of Schools - Area Three)
P. Gillie (Superintendent of Schools - Area Four)
F. Cooke (Assistant Superintendent of Program)
S. Rogers (Assistant to the Secretary)

Mr. Mulholland called the meeting to order and noted regrets were received from Trustees Allen and Cunningham. He then asked for confirmation of the minutes.

Moved by Canon Rogers:

That the minutes of the regular meeting of 1992 06 11 and special meeting of 1992 06 30 be approved as presented. CARRIED

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Report from the Officials regarding Replacement Needs Resulting from Early Retirements

Mr. Sinclair reviewed the Report.

Mr. Stewart signified his intention to raise some concerns with the Report; however, he would prefer addressing these at an in-camera session.

Mr. Mulholland, upon consultation with the officials, advised Mr. Stewart that an in-camera session may be unnecessary.

Mr. Sinclair clarified for Ms. Orban that as a result of the Early Retirement Incentive Plan (ERIP), the Board will have a break-even position over the first three years of the Plan and thereafter until the full incentive cost of the Plan is paid through not replacing the twenty cleaning positions eliminated through the extension of second day cleaning in elementary schools. Mr. Sinclair added that this move is anticipated to provide the Board about half a million dollars in annual payroll savings.

In response to Mrs. Hill's question, Mr. Sinclair confirmed that a reduction of forty positions would be required to fully implement the second day cleaning in elementary schools. Noting that 31 vacancies will result from the ERIP, it is planned to implement second day cleaning in the remainder of the schools through attrition of staff.

Mr. Darby wondered if full implementation of the second day cleaning could take place immediately. Mr. Sinclair clarified that it would depend on the opportunities which may arise, i.e. subsequent cleaning positions resulting from the filling of caretaking/maintenance positions and other cleaning positions outside elementary schools. At this time, he stressed that the minimum is twenty cleaning positions.

Mr. Sinclair explained for Mrs. Rodgerson the expectation of numbers of employees in the prime target group eligible to avail themselves of the Plan.

Responding to Mr. Stewart's concern, Mr. Sinclair explained that a quarter of these positions in ERIP are from the prime target group and when they retire, some staff will move into this prime group. However, he did not anticipate duplicating the initial result of seventy plus staff who opted for the Plan, if for instance, the Plan was offered again next year.

Mr. Mulholland commented that there are also career Board employees close to 65 years of age who did not apply for the Plan as they wish to work until they are 65.

Mr. Stewart expressed his concern of whether the Board should be hiring twenty people now who may "find out down the road" their positions are redundant through a change in the way the Board is providing caretaking and cleaning services.

Mr. Sinclair clarified that the Board will be hiring new people. In the Plant Department sixty employees are leaving, twenty of whom are not to be replaced, leaving forty positions to be filled. While it may not be forty people from outside the Board's employment, there will be opportunities for forty people to join the permanent staff of the Plant Department. It is just a matter of from where they come.

Mr. Hicks felt the ERIP, along with the costs it entails, would have a definite impact on the Board's budget. He wondered if the Plan costs discussed tonight are in line with the figures given in the preliminary Budget forecast presented at the 1992 09 08 Operations Management Committee meeting and was advised they were.

Responding to Mr. Darby's request, Mr. Sinclair briefly discussed the process of transferring cleaning staff from the elementary to the secondary panel, noting that this is usually facilitated through the posting process.

Mrs. Rodgerson advised that she shared Mr. Stewart's earlier concerns with this Report and felt that an in-camera session was in order to address these.

Moved by Mrs. Rodgerson:

That the Report from the Officials re Replacement Needs Resulting from Early Retirements be dealt with at an in-camera session immediately following the public meeting of this Committee.

CARRIED

At the in-camera session of this Committee, the following motion was considered and approved:

Moved by Mr. Stewart:

That the Report regarding Replacement Needs and the Board's Early Retirement Plan be referred to the 1992 09 17 special meeting of the Personnel and Organization Committee. **CARRIED**

**Update on Central
Department
Downsizing**

Mr. Sinclair discussed the Report.

Moved by Dr. Johnston:

That the Update regarding Central Department Downsizing Plan be received for information.

Dr. Johnston commended the officials for the efficient implementation of the Board's downsizing strategy. He also acknowledged the co-operation and conscientious efforts of all staff in this undertaking.

Mr. Hicks requested the officials to incorporate the information on the savings for Lines 1 and 2 of the Budget as a result of the Board's downsizing strategies for 1992. The Chairman affirmed that this could be accommodated.

Mr. Sinclair, in reply to Mr. Darby's inquiry, confirmed that the savings resulting from the Central Department's downsizing plan were in line with the estimated figures.

The motion was voted on and was **CARRIED**.

NEW BUSINESS:

**Recommendations of
the Director of
Education**

Moved by Canon Rogers:

That the recommendations of the Director of Education be approved as presented. **CARRIED**

**(a) Staffing
Report**

Mr. Sinclair reviewed the Report, noting that it has been updated to the end of August. He added that the staffing information in some program areas after three days of school has yet to be confirmed. Mr. Sinclair agreed to provide the information in the next report.

In response to Mrs. Bishop's questions, Mr. Sinclair explained further the enrolment figures for the Elementary panel and how these impact on the Budget.

Mrs. Bishop noted that the system has lost about 2,697 composite secondary students from September 1991 to June this year. She recalled that the Retention Committee is looking into this concern and inquired when will it be bringing a further report to the Board.

As she was not aware that a report was to be forthcoming from the Retention Committee, Miss Bond agreed to look into this.

Mrs. Bishop advised of her understanding that the Retention Committee would be bringing an update on the implementation of the plan and recommendations relating to this issue.

Moved by Mr. Stewart:

That the Staffing Report - Full Time Equivalent Positions be received for information.

Mr. Stockwell clarified that the Report has reflected an enrolment decline of 1,297 students rather than the 2,697 students in the secondary panel. He said the secondary panel is an area the Superintendents of Schools have closely monitored in terms of staffing. With tighter guidelines, some problems have recently surfaced -- it was determined that 14 classes have not been staffed to date. Mr. Stockwell emphasized that the officials are not recommending hiring for these classes as the current enrolment does not merit increased staffing. He remarked that the Principals have been requested to co-ordinate and review collectively their school organization towards eliminating 14 classes. Mr. Stockwell cautioned that the trustees may receive calls relating to this issue. In light of the time required to make the adjustments, he advised that teachers for the Alternative Education Program have been temporarily assigned to these classes. When timetable adjustments are deemed necessary, some subjects may be cancelled/deferred to the next semester or a decision may be required as to which classes will need to be opened or closed. Mr. Stockwell emphasized that adjustments have to be made in accordance with the provisions of the Collective Agreement. In the event that additional staff is required, the officials will bring back a recommendation based on the Collective Agreement.

Mr. Stewart questioned how downsizing of classes could be achieved with the schools still admitting new students into the system.

Recognizing the difficult task ahead, Mr. Stockwell felt it appropriate to review, make the required adjustments and decide on this now.

In responding to Mr. Stewart's question, Mr. Stockwell clarified that this course of action will not impact on the Adult Education classes as they usually do not register until the Fall.

Dr. Johnston complimented the officials in addressing the issue; however, he was concerned that the Alternative Education program was seriously disrupted this week. Dr. Johnston considered Alternative Education an important program and he did not wish it to be "treated" second-class. He called for caution in this regard and hoped the Alternative Education program does not suffer because of "shortages" in the other programs.

The motion was voted on and was CARRIED.

(b) Report on Supply Teachers

In reviewing the Report, Mr. Sinclair pointed to the substantial reduction in supply teacher assistance granted. He said, however, that it will be very difficult to remain within the budget.

Mr. Korz expressed his appreciation for the progress being made; however, he was hopeful that the comparison of figures he requested earlier this year could be provided by month.

Mr. Sinclair clarified for Mr. Korz that the "Other" column is no longer "undefined", i.e. this column is primarily for Leaves.

In response to a further query from Mr. Korz, Mr. Sinclair clarified that the Report is showing about 10% over Budget due to the large amount of money taken out of the "supply" budget. He added that the impact of wage increases will be another factor to consider later on.

Mr. Stockwell clarified for Mr. Korz that a variety of measures have been utilized in minimizing teacher leaves and supply teacher usage, e.g. reduction in conferences, conventions and field trips which require teachers to be out of the schools; reduction in the number of days away due to illnesses, etc. He remarked that the teachers are responsive and co-operative in assisting the officials in addressing this concern.

Mr. Stockwell explained the process involved in replacing teaching staff due to absences for both the Elementary and Secondary panels. He noted that in the Secondary panel, the Collective Agreement allows the use of teachers on staff as replacements but caution should be observed not to exceed the percentage of their preparation time.

Moved by Ms. Wilson:

That the Report on Supply Teachers be received for information. CARRIED

Report regarding
the Letter from
the Huron County
Board - Parental
Leaves and
Unemployment
Insurance Benefits
(Referred by Board,
1992 06 18)

Mr. Sinclair discussed the details of the correspondence and report.

Moved by Canon Rogers:

That the Report regarding Parental Leaves and Unemployment Insurance Benefits be received for information and the request of Huron County Board of Education to recommend that appropriate changes be made to the governing legislation (Employment Standards Act, Unemployment Insurance Act, Education Act) be supported. CARRIED

Overtime Policy -
Administrative
Staff (Requested
by Trustee
Cunningham)

Mr. Mulholland advised that Trustee Cunningham, who could not be in attendance at tonight's meeting, has requested that this agenda item be deferred to the next meeting of this Committee. The members agreed.

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Report from the
Officials regarding
Administrative
Transfers

Mr. Mulholland advised that a Committee has been struck, in accordance with the provisions of the Collective Agreement, to deal with issues relating to Administrative Transfers. He said the six questions relating to Administrative Transfers raised by Mrs. Bishop at a previous meeting of this Committee will be referred to that committee for consideration.

Mrs. Bishop noted the growing concern that the role of the Human Resources Department needs to be defined. She added that the Department could be regarded as a "referee" or "umpire" in facilitating human relations and protection of our objectivity of policies of Human Resources.

It was agreed:

That the verbal Report from the Officials regarding Administrative Transfers be received for information.

Update on
Secondary School
Clerical Staff
Downsizing Plans

Mr. Sinclair detailed the Report.

In reply to Mrs. Rodgerson's query, Mr. Sinclair clarified that the layoff of the 8 staff (out of the 9 identified for staff reduction) has been deferred as Human Resources has found temporary placements for them. He said these positions are similar in scale to their previous jobs, noting that they have not lost money and some received increases in their salaries.

Moved by Mrs. Rodgerson:

That the Update regarding Secondary School Clerical Staff Downsizing Plans be received for information. **CARRIED**

Report from the
Officials regarding
Educational
Assistants

Mr. Korz noted the large audience present to hear the Report and felt that in consideration, it would be appropriate to have the Report as the third item of the agenda.

Moved by Mr. Korz:

That the Report from the Officials regarding Educational Assistants be dealt with as the third item of the agenda. **Carried**

Referring to the discussion regarding Educational Assistants at the 1992 08 27 special meeting of this Committee where the officials offered to bring back a report to the Board, Mr. Stockwell advised that as of today 36 Educational Assistants are required as a result of continued growth in the number of students in the system, particularly those school children with special needs.

Mr. Stockwell said two alternatives have been considered to deal with this concern, i.e. the hiring of additional Educational Assistants or redeployment of the Educational Assistants from the Junior Kindergarten program. He acknowledged that this employee group plays a key role in providing assistance for the Junior Kindergarten students as well as those school children with special needs. However, Mr. Stockwell cautioned that whatever decision is made tonight will not provide a permanent solution to the problem given the continuing growth in the number of students entering the system along with their escalating needs. He considered this trend to be a by-product of the existing culture within our society. Mr. Stockwell noted that a committee to deal with the utilization of Educational Assistants was struck; however, this committee is not in a position at this time to provide an alternative approach to the allocation of Educational Assistants.

In discussing the Recommendation in the Report, Mr. Stockwell remarked that the proposed redeployment of Educational Assistants from the Junior Kindergarten program will not be a simple process. As many of these Educational Assistants were hired to provide assistance in a Junior Kindergarten setting and, therefore, not trained to provide specialized services, he cautioned that this move could result in a complex "bumping" process and would mean layoffs for those Educational Assistants not meeting the required qualifications.

Mr. Stockwell clarified for Mr. Korz that the first alternative, i.e. hiring additional staff was not recommended as the officials seriously took into consideration the direction from the Board with respect to the Budget. He conceded this, however, is not a satisfactory alternative given its impact on the Junior Kindergarten program.

Responding to a further question from Mr. Korz, Mr. Stockwell advised that hiring additional Educational Assistants would cost the Board approximately \$700,000. Ms. Sylvia Scarrow, Senior Employment Officer, added that the salary rate for an Educational Assistant is about \$16.00 per hour for those assigned for special needs. For 1993, she said the projected salary cost is \$754,300 based on the figure of 30.5 which is now slightly higher.

Mrs. Mason acknowledged the difficult decision before the members tonight; however, she said the educational system should be a key consideration in the decision-making process. She envisioned educating 23 children (three and four years old) with only one teacher in the classroom as an impossible task. Mrs. Mason said she could not support the second alternative and wondered if the Board could still afford to offer the Junior Kindergarten Program at this time.

Mrs. Bishop, in comparing the figures for Educational Assistants in this Report and those numbers in the Staffing Report noted that the Board is now running over the budget for these employees. Ms. Scarrow confirmed this, noting the Board to be 4 full-time Educational Assistants over the budget at this time.

Ms. Scarrow, in response to Mrs. Bishop's request, detailed the review process undertaken in determining the present needs for Educational Assistants. She noted that the Principals are closely involved in this process and that the assessments were done by area.

When Mrs. Bishop requested information as to the number and "needs" of students identified through the Identification, Placement and Review Committee (IP&RC), Miss Bond said this information could only be provided after a closer review of the Board's records on these students.

Mrs. Bishop felt the information could be relevant in determining whether those students identified have greater needs now.

Ms. Orban recognized the importance of the Junior Kindergarten program and the role played by the Educational Assistants. She suggested, however, that an accountability factor should be incorporated into this program, particularly in the area of integration of special needs students and the differentiation of the Educational Assistants in terms of the services they provide. Ms. Orban said she would prefer assigning the Educational Assistants where they are really needed. Speaking for the Junior Kindergarten program, Ms. Orban remarked that the Board has to provide a good program and be able to "offer this for accountability purposes".

Mr. Stockwell assured the members that all information relating to the need for Educational Assistants is reviewed carefully by the Superintendents of Schools, in co-ordination with the Principals.

He noted further that the Principals must detail documentation to illustrate and justify the need.

Canon Rogers voiced his support for the Educational Assistants, noting that he has the safety of the children and the Board's reputation in mind as two important factors to consider in endorsing the need for Educational Assistants in the classrooms. He shared the sentiments expressed by Mrs. Mason regarding the Junior Kindergarten program and commented that "if the Board cannot provide a quality program which enhances the future hopes of many children, then we should get out of business". He signified his intention to put forth a motion recommending the adoption of the first alternative of hiring additional Educational Assistants.

Dr. Johnston acknowledged the importance of the Junior Kindergarten teachers. However, noting the discussion relating to the Budget at the 1992 09 08 meeting of the Operations Management Committee and the budgetary concerns raised at that time, he felt it poses quite a burden for the Board to bring costs and program together.

Responding to questions from Trustees Wilson and Hill, Ms. Scarrow said some of the Educational Assistants from the Junior Kindergarten program may be assigned to handle special needs children as they have taken specialized courses to acquire the required qualifications. Also, it may be possible in some situations to assign these Educational Assistants to both Junior Kindergarten and special needs students. In response to a further question, she said not hiring the additional Educational Assistants would mean most children with special needs could not be in school.

In recognizing the important role played by the Educational Assistants in assisting the teachers in the classroom, Ms. Wilson expressed her concern that the Board, by not filling the need for Educational Assistants, may be spending more money on teachers' absenteeism as a result of having more children in the classroom than they can handle.

When Mrs. Hill expressed concerns with the number of Educational Assistants required to accommodate the special needs children and the requirements of the Junior Kindergarten program, Mr. Stockwell clarified that Ms. Scarrow has confirmed the figure to be 35. He explained that the second alternative referred to the redeployment of the "remaining Junior Kindergarten" because there are 24 Educational Assistants available to serve in the program at this time. Mr. Stockwell stressed that this has been a "fluid situation" and the need is expected to continue to grow.

In explaining the legislation pertaining to special needs children, Mr. Stockwell emphasized that it is the Board's responsibility to accommodate and serve school age students regardless of their disabilities. The special assistance we provide is not mandatory.

Mrs. Hill alluded to previous discussions regarding the Junior Kindergarten program, particularly the potential of discontinuing this program. Mrs. Hill wondered if a comprehensive review of the Junior Kindergarten program is in order to enable the Board to "do business in a different way".

Mr. Stockwell advised that the Board has not looked at the elimination of the program at this point. He said some school

boards in the Province have already discontinued this program despite the fact the Ministry will be mandating it in 1994. Mr. Stockwell felt that eventually the Board may be required to consider this strategy given the growing concerns surrounding the program.

Referring back to the issue of redeployment of Junior Kindergarten Educational Assistants, Mr. Stockwell affirmed the resulting difficulties for the classroom teachers. Although there may be options available, e.g. volunteers who do not possess the appropriate training and experience, he perceived that the responsibility will have to rest heavily with the classroom teacher. Mr. Stockwell expressed optimism that the committee reviewing the allocation of Educational Assistants could facilitate providing assistance to students needing help. He concluded that one of the directions being considered is moving away from providing one-on-one assistance to students for an extended period of time.

Mr. Shewfelt clarified for Mrs. Rodgerson that if the Board decides to hire additional Educational Assistants, the budget to cover this could come from savings incurred to date from the regular Board operations or the Board would have to incur a deficit.

Mr. Stockwell clarified for Mr. Darby the requirements of the Collective Agreement relating to class size, noting that for the Junior Kindergarten program, classes should not exceed 22 with an average of 19 students across the system. Mr. Mulholland added that the system has one class with 23 students.

Ms. Scarrow affirmed for Mr. Darby that the Board receives funding from the Ministry of Education to have Educational Assistants for some special needs students. She noted that last year, the Board received funding for approximately five students to have full-time Educational Assistants.

Mr. Hicks recognized the magnitude of the problem before the members tonight, noting the budgetary concerns on one side and the necessity of addressing the growing needs of all students in the system in terms of assistance provided by the Educational Assistants on the other side. In expressing his appreciation for the large turnout of people tonight to hear the discussion, Mr. Hicks encouraged these people to take ownership of the concerns identified relating to the issue and invited them to come back and help the Board solve this difficult problem.

In response to a query from Mr. Hicks, Mr. Stockwell clarified that the Board collects fees for Junior Kindergarten students in our system who come from outside the City. He noted that the Board does not admit them on any other basis. Responding to Mr. Hicks' further question, Ms. Scarrow affirmed that non-resident students could include those with special needs.

Mr. Hicks felt it was critical to let the system know what our priorities will be for budget purposes. Tonight trustees are saying this is a very important priority and we are starting to build on the budget process.

Mrs. Hill wondered if the Board has a written policy or bases decisions on the allocation of Educational Assistants solely on past practices.

The discussion continued and focused on whether the Board should proceed with the deployment of the Junior Kindergarten Educational Assistants or hire additional staff to meet the identified needs.

Moved by Canon Rogers:

That the Staffing Report -- Full-Time Equivalent Educational Assistant Positions be received for information and the following recommendation approved:

(a) That the Board hire up to 35 additional Educational Assistants.

Mrs. Bishop did not wish to delay the decision, noting the different types of students requiring special help at this time. She remarked that the growing need for Educational Assistants is voiced not only from within the system but from outside agencies/sources as well, e.g. Special Education Councils, etc. and the need will increase in the future.

Mr. Korz expressed his concern with the growing link between the Junior Kindergarten program and child care. He called for a closer review of the program, particularly its future implications and the serious decision trustees will soon be facing.

Mr. Darby was not supportive of the motion in light of the cost it entails to hire the required additional Educational Assistants and the financial difficulties still being experienced within the system. He cautioned this could lead to more problems particularly when the proposed zero budget is passed. He suggested a compromise to address the issue.

Moved in amendment by Mr. Darby:

That the Staffing Report -- Full-Time Equivalent Educational Assistant Positions be received for information and the following recommendation approved:

(a) That the Board hire up to 18 additional Educational Assistants.

Noting the members' concerns, Mrs. Hill felt a deferral motion would be more appropriate to allow the trustees more time to deliberate this difficult issue. She shared Mr. Hicks' sentiments in inviting the community people to provide feedback to assist the trustees in arriving at the appropriate solution. Mrs. Hill signified her intention to defer the motion to a Special Personnel and Organization Committee meeting on 1992 09 17.

The Chairman felt the short timeline may not allow the officials to come back with adequate information from the resource people in the system.

Mr. Hicks wondered if the two alternatives could be blended; i.e. having a number to redeploy and then hire the needed Educational Assistants.

Mr. Stockwell said this may be difficult at this time in light of the Junior Kindergarten program still being at the enrolment stage and the enrolment figures not being firmed up.

To address the members' concerns, Mr. Mulholland suggested the phrase "**when the need is determined**" be added to the motion and amendment. The members agreed with the suggestion.

The amendment was put to a vote and was LOST.

The motion was put to a vote and was CARRIED.

At this point, the Chairman allowed a 5-minute break prior to resuming the meeting.

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Ms. Wilson:

That the recommendations of the Director of Education be approved as presented. CARRIED

Requests for "Four Over Five" Plan

Moved by Mr. Stewart:

That the following requests for "Four Over Five" Plan be approved:

(a) That approval be granted for the requests of the following teachers for a Leave of Absence under the Salary Holdback Plan ("Four Over Five Plan") of the Secondary School Collective Agreement, effective as shown:

Sylvia Lennon, 1994 02 01 to 1994 06 30 (2nd Semester, 1993-94 School Year)

Jacqueline Norris, 1995 02 01 to 1995 06 30 (2nd Semester, 1994-95 School Year)

(b) That the Board rescind the Leaves of Absence granted at previous meetings to the following teachers and approve their requests to withdraw from the Salary Holdback Plan ("Four Over Five"), effective as shown:

Katherine Conway (S), 1995 09 01 to 1996 06 30 (1995-96 School Year)

Michelle Friesen (E), 1996 09 01 to 1997 06 30 (1996-97 School Year)

CARRIED

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

MINUTES OF THE
THE PERSONNEL & ORGANIZATION COMMITTEE
1992 09 17

CAG ON HBL W26

M36

Not 1992

Stewart (Chairman Pro Tem); Bishop, Hicks, Mulholland,
Stewart, Wilson and Cunningham.

Present: Trustee Paquin.

Also

Present: Trustees Allen, Darby, Desmarais, Hill, Johnston, Lowe, Mason, Orban,
Patenaude, Rodgerson and Rogers.

Officials

Present: K. Rielly (Director of Education and Secretary)
A. Stockwell (Associate Director of Education)
B. Sinclair (Superintendent of Human Resources)
E. Bond (Superintendent of Program)
N. Nicholls (Superintendent of Schools - Area Two)
F. Cooke (Assistant Superintendent of Program)
S. Rogers (Assistant to the Secretary)

Mr. Mulholland declined to Chair this meeting of the Personnel and Organization Committee due to a perceived conflict of interest.

The Secretary called for nominations for Chairman Pro Tem.

Moved by Mrs. Mason: That Mr. Stewart be appointed Chairman Pro Tem. Carried.

Moved by Mr. Hicks: That Item 1, under General, New Business be dealt with first.
Carried.

GENERAL

NEW BUSINESS:

Appointment of Consulting Firm to Assist in the Search for a Director of Education and Secretary of the Board

Moved by Mrs. Lowe: That the Board engage a consultant firm in order to carry out the initial stages of a search for a Director of Education and Secretary of the Board.

The Chairman Pro Tem agreed with Mr. Mulholland that a two-thirds majority was required to consider this item on the Agenda. Mr. Stewart called for the trustees' wishes and the required two-thirds majority to proceed was received.

It was confirmed for Mr. Hicks that the consultant firm will be involved from the initial stages of the search through to the selection of the successful candidate.

The motion was put to a vote and was Carried.

BUSINESS ARISING FROM THE MINUTES

Report from the Officials re Replacement Needs Resulting from Early Retirements (referred, P&O, 1992 09 10)

Moved by Mrs. Bishop: That this item be discussed in-camera.

URBAN MUNICIPAL

DEC 10 1992

Noting that it was this item that caused him to remove himself from the Chair, Mr. Mulholland declared a possible conflict of interest and said that he would neither debate nor vote on this issue. However, he challenged the procedure as he felt strongly it should be dealt with in public as it doesn't fall under any of the criteria as specified in the Education Act for in-camera meetings. In fact, it was a public document last week.

When Mr. Stewart, as Chairman Pro Tem, ruled the discussion should be held in-camera, Mr. Mulholland challenged the Chair.

The challenge was put to a vote and it was Lost.

The members then met in-camera at the conclusion of the public session.

At the in-camera session, Trustee Lowe declared a conflict of interest and left the meeting. The following action was taken:

Moved by Mr. Hicks: That the Report from the Officials re Replacement Needs Resulting from Early Retirements be tabled. Carried.

ELEMENTARY/SECONDARY

Recommendation of the Director of Education

Speaking to Clause 3. (a), Mrs. Hill expressed concern with the appointment of a principal to another position and the many changes it could cause when school has just started.

Mr. Stockwell noted that filling the vacant position of Area Supervisor could not be effected prior to the opening of school. He acknowledged that attempts will be made to minimize the impact of this and succeeding moves on the system. He confirmed for Mrs. Hill that the Officials believed it very important to not delay filling the vacancy of Area Supervisor.

In response to Mrs. Bishop's questions relative to the selection process used, Mrs. Nicholls, as Chairman of the Interview Team, noted that appropriate questions were designed based on the criteria established for the position. She confirmed that neither weighting factors nor a value for each component considered were set; rather, the interview, resume, experience of the candidate and the philosophy statement relative to curriculum beliefs formed the basis for the selection of the successful candidate.

Mrs. Nicholls responded to a further question from Mrs. Bishop that a representative from the Human Resources Department had participated in interviews for the same position recently and had helped at that time to identify the important criteria for the position. It was felt, therefore, that it was not necessary for a representative from Human Resources to attend this set of interviews.

Mrs. Bishop expressed concern about the process the Board is using, i.e. ground rules not being set up before the interview, concerns about whether the Board is using proper employment equity principles that can be administered in our promotion policies, etc. and urged trustees to ask more questions relative to promotions being carried out. In addition, she noted there has also been some question about the role of the Area Supervisor. Mrs. Bishop added that her comments do not suggest that things were not done in a proper manner in this situation but are comments of a general nature.

On behalf of the trustees and those in Area 2, Mr. Hicks thanked Dr. Cooke for his dedication in the position of Area Supervisor and congratulated him on his selection as Assistant Superintendent of Program.

Moved by Canon Rogers: That the following recommendation of the Director of Education be approved:

(a) That Kenneth Bain be appointed to the position of Area Supervisor on a term appointment, effective 1992 09 18 to 1993 08 31, with salary according to the salary schedule. (Replacement)

The meeting then adjourned.

Adopted as presented.

.....
Chairman

rm

URBAN/MUNICIPAL

CA4 ON HBL W26

M36
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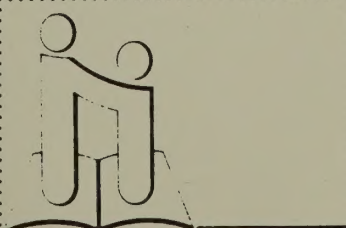
OCTOBER, 1992

PERSONNEL AND ORGANIZATION COMMITTEE

URBAN MUNICIPAL

NOV 2 1992

GOV'TMENT DOCUMENTS



THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

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PERSONNEL & ORGANIZATION COMMITTEE

1992 10 08

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GENERAL INSTRUCTIONS

1. The purpose of this document is to provide a general overview of the project and its objectives.

OBJECTIVES

The primary objective of this project is to develop a comprehensive system for data collection and analysis.

The secondary objective is to ensure that the system is user-friendly and accessible to all stakeholders.

The tertiary objective is to provide a clear and concise report on the progress of the project.

The final objective is to ensure that the project is completed within the specified time frame.

The project will be managed by a dedicated team of professionals with extensive experience in data management.

The project will be supported by a robust infrastructure of hardware and software resources.

The project will be subject to regular monitoring and evaluation to ensure that it remains on track.

SCOPE OF WORK

The scope of work includes the following tasks:

1. Conduct a thorough analysis of the current data collection process.

2. Develop a detailed plan for the new system.

The project will be completed by the end of the year.

The project will be subject to regular monitoring and evaluation to ensure that it remains on track.

MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1992 10 08

Present: Trustees R. Mulholland (Chairman), Bishop, Hicks, Paquin and Wilson.

Not

Present: Trustees Stewart and Cunningham.

Also

Present: Trustees Desmarais, Johnston, Lowe, Orban and Rodgerson.

Officials

Present: K. Rielly (Director of Education and Secretary)
B. Sinclair (Superintendent of Human Resources)
B. Orlando (Superintendent of Plant)
R. Binns (Superintendent of Schools - Area Three)
P. Gillie (Superintendent of Schools - Area Four)
S. Rogers (Assistant to the Secretary)

Mr. Mulholland called the meeting to order and noted regrets were received from Trustees Stewart and Cunningham who were on Board business in Toronto. He then asked for confirmation of the minutes.

Moved by Mr. Hicks:

That the minutes of the regular meeting of 1992 09 10 and special meetings of 1992 08 27 and 1992 09 17 be approved as presented. CARRIED

GENERAL

NEW BUSINESS:

Recommendations
of the Director
of Education

Mr. Mulholland removed himself from the Chair and declared a conflict of interest related to Clause 1., stating he would neither debate nor vote on the issue. He requested Trustee Hicks to be Chairman Pro Tem until after this agenda item has been dealt with.

Moved by Dr. Johnston:

That the recommendations of the Director of Education be approved as presented.

Referring to Clause 6(a) - Retirements, Mrs. Bishop, on behalf of the members, offered best wishes to the following staff retiring on 1993 06 30 and highlighted their contributions to education: Mr. Robert Adams (Special Education Services Co-ordinator), Mr. Bruce Hosking (Visual Arts Co-ordinator), Ms. Barbara Howard (Staffing Co-ordinator) and Mr. Owen Jackson (Research Services Supervisor).

The motion was put to a vote and was CARRIED.

At this point, Mr. Mulholland assumed the Chair.

(a) Staffing
Report

Mr. Sinclair, in reviewing the Report, provided comparative figures for the 1991 and 1992 Budgets in the area of Staffing for Full-time Equivalent Positions and Total Enrolment. He noted that the actual enrolment figure for 1992 is still below the budget projection at this time. Mr. Sinclair stated further that enrolment in the Elementary panel is up by 279 students while staffing decreased by 7. There are 166 more students in the Secondary Composite level with staffing down by 2.6. The Report also

reflected 8 fewer teachers in the Secondary Vocational panel, with enrolment up by 85.

When Mrs. Bishop surfaced her previous request for the inclusion of staffing and enrolment information for Special Education and Adult Education students in the Report, Mr. Sinclair assured her that her request had been noted. However, he pointed out some logistical problems in attempting to incorporate this information into the existing computer system. With respect to Adult Education students, Mr. Sinclair alluded to problems relating to data gathering if these students are in the regular program. With much of the work still being processed manually, Mr. Sinclair conceded the Human Resources Department does not have the capability at this time to accommodate the many requests for improving the format of the Staffing Report.

Noting that Special Education students have been identified since 1985 and that information is sent annually to the Ministry of Education over the last three years, Mrs. Bishop maintained that the information is available. With regard to the data on Adult Education students, Mrs. Bishop said this information is also reflected in the student information system. She considered the information relevant given the findings from the Adult and Continuing Education Action Team Report, particularly the concerns identified during the Budget process relating to enrolment and deployment of staff for Adult Education. Recalling a previous request from Mr. Paul McWhinnie (former Ward 7 trustee) for this Report, Mrs. Bishop hoped to see this data in the November Staffing Report.

Responding to Mrs. Rodgerson's question, Ms. Sylvia Scarrow, Senior Employment Officer, clarified that 13 of the actual figure of 228 for Educational Assistants are part of the 35 expressed needs in the Report regarding Educational Assistants presented at the last meeting of this Committee. She noted the actual figures have not been adjusted accordingly at this time.

For further clarification, Mr. Mulholland referred Mrs. Rodgerson to the appointments for Educational and Lunchroom Assistant staff in the Recommendations of the Director under Elementary/Secondary.

Referring to the staffing figures for Bus Supervisors, Mr. Hicks inquired if the Report has reflected the Board's decision on transportation and bussing, i.e. the elimination of between 3 and 5 positions. Mr. Sinclair said the figures represent full-time equivalent positions based upon seven hours of work.

Noting the significant increase in the Lunchroom Enrolment, Mr. Hicks wondered if it was from increased enrolment or if the bussing situation had impacted on the Lunchroom Program.

Mr. Sinclair noted an increase of about 700 students for the program which could partly be attributed to that.

Mr. Hicks requested information from the Superintendents of Schools relating to the implication of the current bussing situation on the Lunchroom Program as he felt this would be useful during the Budget deliberations.

Moved by Ms. Orban:

That the Staffing Report - Full Time Equivalent Positions be received for information. **CARRIED**

**(b) Report on
Supply Teachers**

Mr. Mulholland said the Report was self-explanatory; noting it is the same reporting situation every September.

Moved by Mr. Paquin:

That the Report on Supply Teachers be received for information. **CARRIED**

**Overtime Policy -
Administrative
Staff (Requested by
Trustee Cunningham)**

In light of Trustee Cunningham's absence, the members felt it appropriate to deal with this item at the next meeting.

Moved by Dr. Johnston:

That the item regarding Overtime Policy - Administrative Staff be dealt with at the November meeting of the Personnel and Organization Committee. **CARRIED**

**Request to
advertise for the
position of Staff
Assistant -
Electrical, Plant
Department**

Mr. Mulholland advised that consideration of this added agenda item tonight would require a two-thirds majority vote from the members. The position must then be lifted from a tabled report as it was included in the Report from the Officials re Replacement Needs Resulting from Early Retirements, tabled at the 1992 09 17 special meeting of this Committee. He noted this position should be filled as soon as possible as the incumbent Staff Assistant - Electrical, Plant Department, is retiring the end of October.

Moved by Mr. Hicks:

That the additional Agenda item, Request to advertise for the position of Staff Assistant - Electrical, Plant Department, under General - New Business be dealt with tonight. **Carried**

Moved by Mr. Hicks:

That the position of Staff Assistant - Electrical, Plant Department be lifted from the Report from the Officials re Replacements Needs Resulting from Early Retirements (tabled at the 1992 09 17 special meeting of the Personnel and Organization Committee) for discussion. **Carried**

Mr. Orlando, Superintendent of Plant, alluded to the incumbent's retirement under the Early Retirement Incentive Plan. Noting this to be a senior position (electrical engineering) in the Plant Department and with the incumbent being the only staff member in the system possessing the required electrical expertise/qualification to maintain the safety of approximately 100 Hamilton Board buildings and its students and staff, Mr. Orlando said it is imperative to advertise and fill this position as soon as possible. He mentioned that a possible alternative to hiring would be to engage the services of outside consultants to do the job. However, Mr. Orlando emphasized the savings which could result in the long term from hiring for this position.

Moved by Mr. Paquin:

That approval be given to advertise and fill the position of Staff Assistant - Electrical, Plant Department as soon as possible.

Mr. Sinclair affirmed for Dr. Johnston that the recommendation is consistent with the Report regarding Early Retirements. He recalled that of the 74 positions eligible for the Early Retirement Incentive Plan, it was suggested that 20 cleaning positions not be replaced and the remaining positions filled as vacancies occur. Given the Board's capital assets, Mr. Sinclair stressed the importance of filling this key position.

Mr. Sinclair, in reply to Mr. Hicks, advised that the position is in the Grade 13 classification with a salary range of \$51,876 (minimum) and \$55,876 (maximum). It was clarified further for Mr. Hicks that this position may not be filled internally because, at the moment, no staff within the organization has the qualifications for the job.

The motion was voted on and was CARRIED.

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Report regarding Review of Promotion Process - Principal and Vice-Principal

Mr. Rick Binns, Superintendent of Schools - Area 3 and Chair, Committee to Review the Promotion Procedures for Principals and Vice-Principals, presented the Report and acknowledged the efforts of all those involved in the review process.

The Chairman and several trustees expressed appreciation for the excellent Report and congratulated Mr. Binns and the review committee members.

Dr. Johnston asked the time frame for an Acting Vice-Principal to become a Vice-Principal and if a further performance evaluation is done prior to an Acting Vice-Principal being appointed permanently to the Vice-Principal position.

Mr. Binns explained that while this aspect was not directly addressed in the Report, the "Acting" process ends after two years and a permanent appointment to the position is then made. He emphasized, however, that if there are some concerns regarding the appointment, the appropriate course of action is taken.

Dr. Johnston stressed the importance of another evaluation process prior to the permanent appointment, adding his preference of having this performance review done through a group rather than just the Principal. Dr. Johnston remarked further that teachers and parents could also be involved in the review process.

Mrs. Rodgerson advised that Mrs. Hill, who could not be present this evening, has asked her to present some of her concerns with the Report.

Responding to Mrs. Rodgerson's question on Page 8, 5(C), Mr. Binns explained that in most cases the Principal of the school acts as the advocate, in some cases it may be the previous Principal or a Superintendent in the Education Centre. He said the Principal

plays a dual role as an advocate: participating in the evaluation process and providing input relating to the candidate's strong points for the job.

When Mrs. Rodgeron asked why the Report did not indicate any representation from Human Resources in the interview process, Mr. Binns clarified that, given the academic role of Vice-Principal, the majority of the Human Resources staff does not possess an academic background, an important prerequisite for the interview team.

Mr. Sinclair added that the primary role of the Human Resources Department is in-servicing/training people sitting on interview teams, i.e. providing them with the necessary selection/hiring skills. However, Human Resources staff may participate occasionally in the selection process, but it is not mandated nor necessary.

Mr. Binns affirmed for Mrs. Rodgeron that to be able to provide an objective result, it is important for the interview team to reach a group consensus throughout the whole process.

In reply to a further question from Mrs. Rodgeron, Mr. Binns clarified that the list of individuals in the pool is presented for information. When the individual is selected for promotion, the name goes to the Board for approval.

Mrs. Rodgeron expressed concerns with the timeline for the selection process on Page 15. Mr. Binns noted that the selection process for this position will begin in February, giving the system time to prepare. He assured the members that the process is on track with this timeline.

Mr. Binns, in response to Mrs. Bishop's query, detailed the procedures involving the Assessment Centre, particularly the access process for candidates. At the completion of the Profile process, he noted that feedback on the outcome of the selection process will be provided the unsuccessful candidates and this in turn will be incorporated in their Growth Plans.

Mrs. Bishop expressed her preference for objective criteria in determining as to whether or not a candidate should be sent on to the Assessment Centre. She wanted to ensure the screening out process is a fair one.

Mr. Binns agreed to raise this concern with the review committee.

Responding to a further question from Mrs. Bishop, Mr. Binns clarified that the 85% score means the candidate does not have to repeat the Assessment Centre for three years unless they wish to attempt to improve their score.

In clarifying further the mechanics of the "pool" for Vice-Principals, Mr. Binns emphasized that the current policy is that all candidates placed in the pool will eventually become Vice-Principals before selecting anyone from the new pool.

Mrs. Bishop suggested the selection team should be looking closely at identification of all system needs.

Mr. Binns clarified for Mrs. Bishop that the review committee is still refining the process involved with the Assessment Centre.

Mr. Binns, in response to Mrs. Bishop, explained the amount of time involved in the in-service/training of the interview team.

Mrs. Bishop remarked that the whole selection/interview process involves tremendous commitment from each member of the interview team. She felt the process should be reviewed carefully for refinements and adjustments.

Mr. Binns assured the members that this concern will be addressed by the review committee prior to the completion of its work.

Referring to an earlier concern on the lack of Human Resources Department (HRD) representation on the interview team, Mrs. Bishop remarked that HRD has a key role to play in the selection process of academic as well as non-academic staff, particularly in the area of employment equity and opportunities. She expressed surprise that the Superintendent of Human Resources did not indicate the need for stronger participation in this process.

Mr. Mulholland reminded the members that the Human Resources Department is lacking in resources at this time.

Ms. Orban referred to "competencies" and asked if any thought had been given to Site-Based Management.

Mr. Binns replied they are looking at the competencies of administrators in all aspects of school finances as they presently exist but there will be some changes coming.

Ms. Orban stated she hoped the "pool" would not exceed a five-year term to which Mr. Binns explained it is generally used up within a two-year period.

Ms. Orban then expressed some concerns regarding the role of the advocate in the selection process. She hoped this would not encourage "patronage treatment" as she expects everyone to be treated fairly throughout the process.

Mr. Binns clarified that a candidate can select a previous Principal to be his/her advocate, noting that a previous Supervisor/Principal should be someone who has "hierarchy" in his position.

Mrs. Lowe expressed concern on the discussion of this issue and maintained this to be among Management's rights, not an area to be the role of the trustees.

Mr. Hicks cautioned the members to exercise caution in "going over the line" and getting involved in the day-to-day operation of the Board. He stated, however, that the role of the Principal and Vice-Principal will require major changes as a result of decentralization and stressed the importance of trustees receiving feedback on the changes as we go along.

Trustees Lowe and Orban considered it inappropriate for the Chairman to accept Mrs. Hill's request of raising her concerns with the Report through Mrs. Rodgers. Mrs. Lowe felt that enough discussion results from the questions of the members present at meetings. As trustees cannot vote when they are not present, she felt the request should not have been accepted. Ms. Orban hoped

the situation would be clarified so as not to create any precedent for future meetings.

Moved by Ms. Orban:

That the Report regarding the Review of Promotion Process - Principal and Vice-Principal be received for information.

Mr. Binns detailed further for Mrs. Rodgerson the factors involved in the evaluation sheets relating to "Experience and Qualifications - Elementary Vice-Principal (Pages 19 to 20) and "Experience and Qualifications - Secondary Vice-Principal" (Page 21).

The motion was voted on and was CARRIED.

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Mr. Hicks:

That the recommendations of the Director of Education be approved as presented. CARRIED

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

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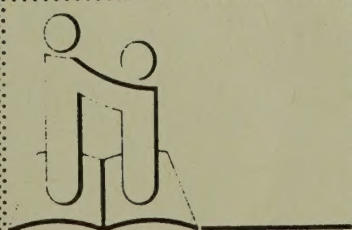
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THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

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PERSONNEL & ORGANIZATION COMMITTEE

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1992 11 12

Present: Trustees R. Mulholland (Chairman), Bishop, Hicks, Paquin, Wilson and Cunningham.

Not Present: Trustee Stewart.

Also Present: Trustees Allen, Hill, Johnston, Korz, Lowe, Orban, Rodgeron and Rogers.

Officials Present:

- K. Rielly (Director of Education and Secretary)
- A. Stockwell (Associate Director of Education)
- B. Sinclair (Superintendent of Human Resources)
- E. Bond (Superintendent of Program)
- M. Quinn (Superintendent of Schools - Area One)
- N. Nicholls (Superintendent of Schools - Area Two)
- R. Binns (Superintendent of Schools - Area Three)
- P. Gillie (Superintendent of Schools - Area Four)
- S. Rogers (Assistant to the Secretary)

Mr. Mulholland called the meeting to order and noted regrets were received from Trustees Darby, Mason and Stewart. He then asked for confirmation of the minutes.

Moved by Ms. Orban:

That the minutes of the regular meeting of 1992 10 08 be approved as presented.

CARRIED

Mr. Mulholland advised that consideration tonight of the added agenda item, Staffing - Educational Assistants, under Elementary/Secondary would require a two-thirds majority vote from the members.

A vote for two-thirds majority was called and it was Carried.

In view of the large audience present to hear the Report, the members felt it appropriate to have it as the first item of the Agenda.

Moved by Mrs. Hill:

That the Report regarding Staffing - Educational Assistants be dealt with as the first item of the Agenda. Carried

See Page 4 for the discussion.

GENERAL

BUSINESS ARISING OUT OF THE MINUTES:

Special Assignment Extension (6 Months) - Academic Staffing Co-ordinator Mr. Sinclair reviewed the Report.
Moved by Canon Rogers:

That the report regarding Special Assignment Extension (6 Months) - Academic Staffing Co-ordinator be received for information and the following recommendations approved:

(a) That Barbara Howard's appointment to the position of Staffing Co-ordinator be extended for six (6) months until 1993 06 30.

(b) That prior to 1993 04 30, the Human Resources Department submit a report on the future role of the Staffing Co-ordinator.

Mr. Sinclair clarified for Mrs. Hill that the position of Academic Staffing Co-ordinator will be reviewed to determine the future direction for the role. He affirmed that the functions outlined in the Report must be carried out.

Dr. Johnston, who requested to be on record, and Mrs. Bishop expressed their appreciation for the Report and acknowledged the outstanding performance of Ms. Howard in this capacity. Dr. Johnston commended the many changes and new direction introduced by Ms. Howard in this area.

The motion was put to a vote and was CARRIED.

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Canon Rogers:

That the recommendations of the Director of Education be approved as presented. CARRIED

In response to Miss Cunningham's request, Mr. Rielly provided a brief background relating to the educational and work experiences of the successful candidate for the position of Public Relations Officer. He then outlined the selection/hiring process undertaken and acknowledged the efforts of all those involved in the selection team led by Trustees Hill and Allen, Miss Bond, Mr. Binns and Ms. Roberta Zajczenko, Employment Officer.

At an in-camera session of this Committee, the following motions were considered and approved:

Moved by Mrs. Hill:

That the following recommendation of the Director of Education be approved as presented:

6. RETIREMENTS

(a) That the resignation of James Lambert for the purpose of retirement from the position of Assistant Caretaker (Caretaking and Maintenance Staff), effective 1992 09 30, be accepted with regret. CARRIED

Moved by Mr. Allen:

That the following recommendation of the Director of Education be approved as presented:

7. LEAVING EMPLOYMENT

(a) That the date for the following teacher to leave the employ of the Board be approved:

Robert Plenderleith (E), 1992 12 31

CARRIED

(a) Staffing Report

Mr. Sinclair reviewed the Report, noting the shift in enrolment in the Secondary Composite schools.

At this point, Mrs. Bishop surfaced her previous requests for information on staffing and enrolment for the Special Education and Adult Education programs. Noting the information has not been provided in the Report, she felt this request may be facilitated through a motion.

Moved by Mrs. Bishop:

That the Staffing Report - Full Time Equivalent Positions be received for information and the following recommendations approved:

(a) That staffing numbers and enrolment in the Adult Education Program (Day/Evening Classes, Adult Basic Education, General Interest Courses and English As a Second Language Adult Education) be part of the Staffing Report as soon as the Employee Information Services project provides the necessary information.

(b) (i) That a yearly report be brought to the Board concerning Special Education staffing and enrolment (including Learning Resource Teachers, Special Education Resource Teachers and Speech and Language programs)

(ii) That whatever information is available be made available prior to the Budget Review Committee meeting in December.

Mrs. Bishop stressed the significance of the information for the members, particularly in understanding the large gap between staffing and enrolment. She commented further that trustees should have reasonable access to Board information. Mrs. Bishop considered the information to be useful for the public as well.

The motion was put to a vote and was CARRIED.

(b) Report on Supply Teachers

Mr. Sinclair presented the Report and advised the members of the possibility that we may go over budget in the three months left. Noting the significant reduction in the use of supply teachers, he said the monitoring of this area is well on track at this time.

Moved by Mrs. Hill:

That the Report on Supply Teachers be received for information. CARRIED

Motion to Thank The Chairman

Moved by Ms. Wilson:

That the members thank Mr. Ray Mulholland for his excellent handling of the meetings of the Personnel and Organization Committee for the past year. CARRIED

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Staffing - Educational Assistants

Mr. Stockwell alluded to the discussion at the 1992 11 10 Operations Management Committee pertaining to the Report from the Officials regarding Educational Assistants - Review, Reporting, Allocation

and Monitoring. He recalled that the aspect of the Report relating to staffing was referred to this Committee.

Referring back to the minutes of the Personnel and Organization Committee and Board in September, Mr. Stockwell noted that the approved motion which provided direction to hire up to 35 Educational Assistants did not reflect any termination timeline; however, the discussion indicated these positions would be filled until 1992 11 30. Based on this timeline, the officials proceeded to work on effecting the reduction of these Educational Assistants. He then called on Ms. Sylvia Scarrow, Senior Employment Officer, and Ms. Pat Gillie, Superintendent of Schools - Area Four, to review the Report with the members.

Ms. Scarrow discussed the process to be followed for the downsizing and redeployment of this staff, emphasizing contract rights, the bumping process, employee transfers and the laying-off process. It was her opinion that this process could not be completed by November 30th. Ms. Scarrow referred to a chart, Educational Assistant Staff - F.T.E. Report, which reflected information for both casual, probationary and permanent Educational Assistants.

Ms. Gillie then spoke on the process which would be undertaken by the officials in staffing with 35 fewer Educational Assistants in the schools. In referring to the individual school plan and decision-making, she detailed the criteria involved and the impact on the system with the reduction in Educational Assistants.

Mr. Stockwell clarified that a reduction in the number of Educational Assistants could happen as he did not wish to have the interpretation from the Report that this possibility is remote. He advised that the process of reducing this staff may take some time in light of the many factors that have to be considered. Mr. Stockwell emphasized that identifying the areas for reduction, the bumping process and its impact on the Collective Agreement are key among these areas.

Moved by Dr. Johnston:

That the Staffing Report - Full Time Equivalent Educational Assistant Positions and Downsizing Plan be received for information.

Noting the importance of this issue and the large amount of information contained in the Report, Mrs. Bishop did not want to receive the Report for information only. Miss Cunningham echoed Mrs. Bishop's concerns and cautioned that different directions could result if it passed tonight only as an information item.

Mrs. Hill supported the motion, recalling that while she was opposed to the request made at the September Personnel and Organization Committee meeting for additional Educational Assistants, she did support the motion made at the September Board meeting. Mrs. Hill referred to the system presently in place and that students with needs are being identified.

Miss Cunningham did not support the hiring of 35 additional Educational Assistants and implored the members to exercise discretion in providing direction for these positions. Reminding the members that the Board is experiencing financial constraints

and recalling the necessity of reducing about 300 staff last year and the offer of the Early Retirement Incentive Plan to qualified employees to facilitate the Board's downsizing process, Miss Cunningham maintained that it would be inappropriate to add these positions at this time. She said the Province is in deep financial hardship and this has resulted in a significant reduction in grants provided to school boards. Miss Cunningham noted further that the prevailing economic difficulties have prompted the Provincial government to consider loaning money to school boards to augment the grant funding. In view of these developments, Miss Cunningham stressed that the Hamilton Board cannot afford this additional staff expenditure, noting the "dramatic" cuts being made in various areas of the organization in coping with the situation.

Although she recognized the importance of the Educational Assistants in the schools, Ms. Wilson shared the members' concerns regarding the Board's budgetary problems. She regarded this staff as necessary in maintaining morale in the classroom and resurfaced her concerns on the potential rise in teacher absenteeism if the planned staff reduction for Educational Assistants is carried out. Ms. Wilson wondered if, in light of Educational Assistants being paid by the hour, the officials could look into reducing their work hours in lieu of cutting positions. She remarked that it would be better for these employees to "work on fewer hours than losing their jobs altogether". Ms. Wilson suggested further that the Educational Assistant program may be looked at in conjunction with other programs, e.g. Co-operative Education, volunteers, etc.

Tracing back the growth in the number of Educational Assistants in the system, Mrs. Bishop was alarmed with how the staffing for this position has significantly increased.

Mr. Sinclair clarified for Mrs. Bishop that the cost of the 35 additional Educational Assistants is approximately \$490,000 for a period of 7 months or about \$700,000 if calculated from the beginning of the year.

Although Mrs. Bishop recognized the key role played by the Educational Assistants, she could not support the growth trends in staffing for this position. Given the manner in which these employees are presently utilized, Mrs. Bishop concluded that the Board has a very expensive program for Special Education. She too shared the concerns expressed by some trustees with adding staff at this time. Mrs. Bishop endorsed the direction of redeployment, moving away from one-on-one assignments and considering creative ways of utilizing this staff.

Mr. Mulholland clarified for Dr. Johnston that, as Chairman, he did not accept Dr. Johnston's motion as it would seem more appropriate to consider jointly the two recommendations in the Report. He emphasized that the officials are asking for the members' direction as to if and when the reduction in the number of full-time Educational Assistants will be required.

Moved by Mrs. Bishop:

That the 35 Educational Assistants be removed from their positions.

Dr. Johnston was concerned with providing the proper programming for students who need the services and assistance of Educational Assistants if the reduction takes place. He felt staffing for this position should be based on student needs rather than dollars. Dr. Johnston was supportive of the Report presented last Tuesday which suggested that the Board could save money through better utilization of the Educational Assistants in the system. He wondered if a zero base budget or a zero base Educational Assistant needs could be developed in staffing for this employee group.

Mr. Stockwell, in response to Mr. Korz' query, clarified that if a reduction in Educational Assistants is approved tonight, the officials will be looking at where the greatest needs are and deploying staff to those areas. He said there will be closer evaluation of needs and staff transfers from one position to another to ensure that the pressing needs are given priority.

Mr. Mulholland clarified further that the motion approved at the September Board meeting deleted and replaced the motion made at the September meeting of the Personnel and Organization Committee regarding the hiring of 35 additional Educational Assistants when the need is determined.

Mr. Stockwell explained in reply to Mr. Korz that when the reduction of the number of Educational Assistants takes effect, the Board will be faced with the task of complying with the requirements of the Collective Agreement. He noted the process could take between now and the end of the calendar year, i.e. December.

Responding to a further question from Mr. Korz, Ms. Gillie clarified the impact of the reduction in terms of the physical and safety criteria for handling students. To illustrate her point, Ms. Gillie cited catheterization, safe movement of children needing to be lifted and movement of wheelchairs as falling under the safety criteria. The physical criteria may involve students needing considerable physical stimulation, physiotherapy, etc.

Ms. Gillie noted that in looking at the needs for Educational Assistants, it should be taken into consideration that no two schools or areas will have the same situation. All factors in the schools will be looked at and in doing this, Ms. Gillie advised that a process of determining the hierarchy of needs will be used and all schools are expected to work out their individual plans based on this process.

It was affirmed for Mr. Korz that a "status quo" on the present number of Educational Assistants would result in a budget deficit position for the Board, particularly for Lines 1 and 2 of the Budget, and this would also impact significantly on the programs in other areas.

Mrs. Lowe expressed her appreciation for the recent article in the Hamilton Spectator regarding the Report on Educational Assistants which was presented by Miss Bond at Tuesday night's Operations Management Committee meeting. Noting the comments in the article relating to Miss Bond's statements on the issues addressed in the Report, Mrs. Lowe felt the article was able to clarify the confusion and concerns raised by parents and other interest groups.

Ms. Scarrow, in response to Mrs. Lowe's request, explained the emergence of the identified need for 35 additional Educational Assistants, noting the impact of the reduction on the number of staff in June due to the budget cuts -- at that time there were 215.5 Educational Assistants on staff. Ms. Scarrow noted the considerable discussion on the 35 additional Educational Assistants which took place in September.

Mrs. Lowe supported the motion and encouraged the officials to be creative and innovative in allocating throughout the system the current number of Educational Assistants.

Mr. Stockwell, in clarifying the motion on the floor, pointed out the variance between the number of full-time equivalents and number of individuals, noting this may pose some difficulty in carrying out the intent of the motion.

Acknowledging Mr. Stockwell's concerns, Mrs. Bishop requested permission to withdraw her motion and the members agreed.

Moved by Mrs. Hill:

That, relative to the Staffing Report - Full Time Equivalent Educational Assistant Positions and Downsizing Plan, the following be approved:

(a) That the number of hours equivalent to 35 Full Time Equivalent Educational Assistants be reduced by the Superintendent of Program and Superintendents of Schools, working with the Human Resources Department and Office and Professional Employees' International Union (O.P.E.I.U.), in accordance with the collective agreement.

(b) That regular Progress Reports be brought to the Personnel and Organization Committee regarding the outcome of this process.

Ms. Orban expressed some concerns in basing the reduction on the number of hours rather than the position. She noted further that she could not "tie in" the proposed process for utilizing the Educational Assistants and the suggested reduction in their work hours. Ms. Orban perceived the Board to be "putting the budget above the students' needs".

Miss Bond clarified that this procedure will not be in place until the future. When the reduction in the number of work hours for Educational Assistants begins, the needs will be looked at and addressed based on the number of work hours of these staff.

Mrs. Rodgerson supported the motion. She remarked that "the escalating costs are 'killing us' and the Board is faced with a situation which is anticipated to get even worse". Mrs. Rodgerson concluded that the staff could be better off with reduced work hours rather than no job at all.

Miss Bond affirmed for Mrs. Rodgerson that this direction was considered in her Report and that it is hoped that flexibility could permeate across the system.

Miss Bond, in reply to Mrs. Rodgerson, clarified that the reduction process for the 35 additional Educational Assistants could take some time, noting this would require discussion with OPEIU with respect

to the Collective Agreement. She anticipates a timeline of the end of January next year and, at that time, communication with staff will commence.

Miss Cunningham supported the motion and inquired if this action could be effected for this year's budget. She requested that regular progress reports be provided beginning in December.

The motion was voted on and was CARRIED.

NEW BUSINESS:

Recommendations of the Director of Education

Moved by Miss Cunningham:

That the recommendations of the Director of Education be approved as presented. CARRIED

Requests for "Four Over Five" Plan

Moved by Canon Rogers:

(a) That approval be granted for the requests of the following teachers for Leaves of Absence under the Salary Holdback Plan ("Four Over Five Plan") of the Collective Agreement, effective as shown:

Patricia DiFrancesco (S), 1995 02 01 to 1995 06 30 (2nd Sem., 1994-95 School Year)

David Donat (S), 1996 09 01 to 1997 06 30 (1996-97 School Year)

Anna Gusenbauer (E), 1996 09 01 to 1997 06 30 (1996-97 School Year)

Richard Hart (S), 1996 09 01 to 1997 01 31 (1st Sem., 1996-97 School Year)

Kelly Kowalchuk (E), 1995 09 01 to 1996 06 30 (1995-96 School Year)

Sylvia Lennon (S), 1994 02 01 to 1994 06 30 (2nd Sem., 1993-94 School Year)

Carol Palombella (E), 1996 09 01 to 1997 06 30 (1996-97 School Year)

Eileen Shannon (S), 1996 09 01 to 1997 06 30 (1996-97 School Year)

Kathryn Starodub (S), 1995 02 01 to 1995 06 30 (2nd Sem., 1994-95 School Year)

Gordon Stevens (S), 1995 02 01 to 1995 06 30 (2nd Sem., 1994-95 School Year)

Franz Weresch (S), 1997 02 01 to 1997 06 30 (2nd Sem., 1996-97 School Year)

CARRIED

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

URBAN/MUNICIPAL

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M36

1992

DECEMBER 1992

PERSONNEL AND ORGANIZATION COMMITTEE



THE BOARD OF EDUCATION
FOR THE CITY OF HAMILTON

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PERSONNEL & ORGANIZATION COMMITTEE

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MINUTES OF THE PERSONNEL AND ORGANIZATION COMMITTEE
1992 12 10

Present: Trustees R. Stewart (Chairman), Allen, Darby, Hicks, Hill, Paquin and Cunningham.

Also

Present: Trustees Bishop, Johnston, Lowe, Mason, Mulholland, Orban, Rodgerson and Rogers.

Officials

Present: K. Rielly (Director of Education and Secretary)
A. Stockwell (Associate Director of Education)
P. Shewfelt (Superintendent of Finance and Treasurer)
B. Sinclair (Superintendent of Human Resources)
E. Bond (Superintendent of Program)
M. Quinn (Superintendent of Schools - Area One)
R. Binns (Superintendent of Schools - Area Three)
P. Gillie (Superintendent of Schools - Area Four)

Mr. Stewart called the meeting to order and noted regrets were received from Trustees Desmarais and Korz. He then asked for confirmation of the minutes.

Moved by Mr. Hicks:

That the minutes of the regular meeting of 1992 11 12 be approved as presented.

CARRIED

GENERAL

NEW BUSINESS:

Recommendations of
the Director of
Education

Moved by Mrs. Hill:

That the recommendations of the Director of Education be approved as presented. CARRIED

(a) Staffing Report

Moved by Dr. Johnston:

That the Staffing Report - Full Time Equivalent Positions be received for information.

When Mrs. Bishop queried the increase of 3 positions in the November figures for the Lunchroom Program, Mr. Sinclair clarified that there is actually an increase of one full-time equivalent position.

In response to a further question from Mrs. Bishop, Mr. Sinclair explained that the .2 increase in Elementary teacher staffing is because of the Core French program at G. L. Armstrong Elementary School. He noted that the November figure is still below the budget of 1,661.75 for this staff group.

The motion was voted on and was CARRIED.

(b) Report on
Supply Teachers

Moved by Ms. Orban:

That the Report on Supply Teachers be received for information.

Mr. Sinclair affirmed for Ms. Orban that a sample of one panel during the month of October indicated that the current caretakers' strike has not impacted on the number of teacher absences.

The motion was put to a vote and was CARRIED.

At this point, Mr. Mulholland felt the first item on the In-camera Agenda should be moved forward and discussed publicly.

Moved by Mr. Mulholland:

That the first item on the in-camera agenda of the Personnel and Organization Committee be dealt with at the public meeting.

Mr. Stewart clarified for Mr. Hicks that the item relates to a personnel matter, noting the possibility of the individual names being brought forward. However, the information may be presented later at the public meeting.

Mr. Mulholland challenged the Chair not accepting his motion and it was Lost.

Moved by Mr. Mulholland:

That the Personnel and Organization Committee move to an in-camera session. LOST

ELEMENTARY/SECONDARY

BUSINESS ARISING OUT OF THE MINUTES:

Report on Status of Reduction of Educational Assistants' Hours

Miss Bond briefly reviewed the Report with the members. She referred to Page 6 of the Report as a "modified version" of the procedures approved by the Board. Miss Bond underscored the collaboration among Principals, teachers, Educational Assistants and the Office and Professional Employees' International Union (O.P.E.I.U.). relating to this issue. She then called on Mesdames Trish Fulton, Area 4 Supervisor, and Sylvia Scarrow, Senior Employment Officer, who spoke on the progress of the work being done relating to the reduction of Educational Assistants' hours.

Dr. Johnston expressed concerns that the direction in the Report was not consistent with the Board-approved motion in November relating to Educational Assistants. Believing that the Board supported the reduction in hours of work in order to save the 35 positions that were created in September, he expressed concern that the report indicates a reduction based on full time equivalent, i.e. 35 hours, while most work fewer hours than that.

Ms. Scarrow suggested that if such is the interpretation of the Board action, administration could effect the reduction by the average number of hours.

The members agreed to attempt to clarify the intent of the Board's action at this time. After reviewing the report and the motion, it was agreed that the reduction is to take place in the numbers of hours of the additional 35 full-time equivalent positions approved in September.

Ms. Bond assured the members that the utilization of Educational Assistants will be reviewed annually to determine the needs.

In response to Mrs. Lowe, Ms. Fulton acknowledged that the Principals have major concerns about what is happening with the hours of work for the educational assistants.

Responding to a suggestion that some principals were asking parents to call trustees about this direction, Mr. Rielly requested specific information in order to advise the principal(s) involved that this is inappropriate action.

Mrs. Bishop commended the collaborative efforts of the O.P.E.I.U. representing the Educational Assistants and the Human Resources Department's subsequent open response.

In response to a question of potential cost-savings by using Educational Assistants for teacher release time, Mr. Sinclair pointed to the Education Act and regulations which require teachers to be present to supervise students. Therefore, to attempt to use Educational Assistants for release time would present serious contractual and legal problems.

Mr. Sinclair clarified that, through an agreement and understanding with the teachers, accumulated release time for Senior Kindergarten is utilized through the early months of the school year while the teachers operate without release time come the Spring.

Miss Bond assured the members that the System Committee will ensure that there is some movement from area to area so that critical needs will be met.

Moved by Mrs. Hill:

That the Report regarding the Status of Reduction of Educational Assistants' Hours be received for information.
CARRIED

NEW BUSINESS:

Recommendations of the Director of Education

Responding to Mr. Mulholland's question regarding Clause 3, Promotions, Mr. Binns advised that Mr. Hutton was the last person to come out of the candidate's pool for Vice-Principals.

Mr. Binns then clarified some of the selection process for Principals and Vice-Principals.

Moved by Mrs. Hill:

That the recommendations of the Director of Education be approved as presented. CARRIED

Report on Class Size Statistics - Elementary Panel

Mr. Owen Jackson, Supervisor - Research Services, reviewed the Report.

When Mr. Darby questioned some small class sizes for Special Education, Mr. Jackson explained this has been the traditional way of reporting the information. He added that the teachers for these classes are either involved with a student on a one-on-one basis or have considerable mobility if they handle more than one student in a school. Mr. Darby requested that next year's report show an additional column on the bottom of Page 11 to show an average of class sizes throughout the year.

Mr. Stockwell, in answer to Mrs. Bishop's query, explained that class sizes are determined in the elementary schools based on averages by grade across the system or by division in accordance

to the Collective Agreement. As these requirements do not exist in the secondary schools, Mr. Stockwell said it is not as easy to develop a similar report for the secondary panel.

Mr. Jackson clarified for Mrs. Bishop the reasons and rationale for some of the methods of reporting at the school level. Mrs. Bishop requested that some thought be given to new ways of reporting some of the class sizes which she was questioning in order to provide clarity as to what is the actual situations in the schools.

Moved by Dr. Johnston:

That the Report on Class Size Statistics, Elementary Panel as of 1992 09 30 be received for information. CARRIED

Moved by Mrs. Bishop:

That a Staffing Report for Secondary Schools be presented to the trustees by February, 1993 and thereafter in conjunction with the annual Elementary Staffing Report.

When Mr. Stockwell expressed concerns with the timeline given other extenuating circumstances that have to be addressed, Mrs. Bishop stated that existing information from these schools may be sufficient at this time.

Mr. Stockwell agreed to provide the information, with the understanding that it will be based on what information is readily available and then refined as time permits.

The motion was voted on and was CARRIED.

Child Care Centres
- Hamilton Schools

At this point, Mr. Mulholland surfaced concerns regarding the closure of child care centres operating in some Hamilton secondary schools during the holiday season.

The Chairman clarified that, consistent to Board practice, only those centres categorized as self-contained units can remain open during this period.

Woodworking Course
- Westdale
Secondary School

Mr. Stockwell, in reply to Mr. Mulholland's question regarding the cancellation of the woodworking program at Westdale Secondary School, advised this action is necessitated by the reorganization for the second semester. Noting the traditional declining enrolment trend for this general interest course and the on-going financial restraints, he said the pressing needs in the schools should be considered a key priority at this time.

Acknowledging Mr. Stockwell's comments, Dr. Johnston voiced his understanding that credit courses are given preference over general interest courses in order to maintain efficient utilization of Board's resources. He suggested that students in these programs should be accommodated in credit courses where space is available.

Mrs. Hill, who wished to be put on record, chose not to participate in the discussion as she declared a conflict of interest on the issue.

Mr. Darby, noting these latter two issues raised by Mr. Mulholland were not on the Agenda, suggested that the Chairman should have required a two-thirds majority vote to permit discussion.

At the in-camera session following the public meeting, Mrs. Lowe declared a conflict of interest and noted she would not vote on the Agenda item pertaining to that conflict.

**Superintendent of
Schools - Area Four**

At an in-camera session of this Committee, the following motion was considered and approved:

Moved by Mrs. Hill:

That the appointment of Patricia Gillie as a Superintendent of Schools be renewed effective 1993 01 01, subject to a mutually agreeable contract. **CARRIED**

The meeting then adjourned.

Read and confirmed,

CHAIRMAN

rt



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